

The Effect of Workload on Turnover Intention Mediated by Job Satisfaction on Employees of PT PLN (Persero) Malang

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Abstract

This study aims to determine how the influence of workload on turnover intention with job satisfaction as a mediator at PT. PLN (Persero) UPT Malang. The type of research used is explanatory research with a quantitative approach. The number of samples used in this study amounted to 50 people using the census sampling technique. Data was collected using a questionnaire. The data analysis technique used is path analysis. The results of this study indicate that: (1) workload has a significant effect on turnover intention. (2) workload has no significant effect on job satisfaction. (3) job satisfaction has no significant effect on turnover intention. (4) job satisfaction is not able to mediate the effect of workload on turnover intention.

Keywords: workload, job satisfaction, turnover intention

Abstrak

Penelitian ini bertujuan untuk mengetahui bagaimana pengaruh beban kerja terhadap turnover intention dengan kepuasan kerja sebagai mediator pada PT. PLN (Persero) UPT Malang. Jenis penelitian yang digunakan adalah explanatory research dengan pendekatan kuantitatif. Jumlah sampel yang digunakan dalam penelitian ini berjumlah 50 orang dengan menggunakan teknik sensus sampling. Pengumpulan data dilakukan dengan menggunakan kuesioner. Teknik analisis data yang digunakan adalah analisis jalur. Hasil penelitian ini menunjukkan bahwa: (1) beban kerja berpengaruh signifikan terhadap turnover intention. (2) beban kerja tidak berpengaruh signifikan terhadap kepuasan kerja. (3) kepuasan kerja tidak berpengaruh signifikan terhadap turnover intention. (4) kepuasan kerja tidak mampu memediasi pengaruh beban kerja terhadap turnover intention.

Kata kunci: beban kerja, kepuasan kerja, turnover intention.

INTRODUCTION

Human resources are implementers in the company who will manage and utilize elements such as capital, raw materials, and machines in the company which later these elements can be utilized effectively and efficiently (Bimaputra & Parwoto, 2020). Human resource management is a process to deal with various problems within the scope of work to be able to support the activities of an organization or company in order to achieve predetermined goals (Husaini, 2017). The company in achieving all its plans needs to pay attention to its employees well so that employees who have good qualifications in the company do not have the desire to move and even leave the company because they get less attention from the company.

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Turnover intentions are the desire to change jobs by employees from one company to another (Adi & Ratnasari, 2015). Turnover intention can be influenced by several factors, one of which is workload (Xiaoming *et al.*, 2014). Workload is a process carried out by a person to complete the tasks of a job or group of positions carried out under normal circumstances within a certain period. Workload is proven to be effective in building turnover intention. This means that a high workload can encourage turnover intention (Sutikno, 2020). Beside that, job satisfaction is also a factor that influences employees' tendencies and decisions to leave their workplace (Xiaoming *et al.*, 2014). Employees who are dissatisfied with their jobs tend to be uncomfortable, so they want to move to other places that offer better jobs. If employee job satisfaction is high, employee turnover tends to be lower, on the contrary if employee job satisfaction is low, employee turnover tends to be higher. This research uses job satisfaction as a mediate variable. Pradana & Salehudin (2015) states that workload has a significant effect on increasing turnover intention through job satisfaction. Job satisfaction is the attitude shown by an employee towards his work. Employees who are satisfied with their work will have a positive attitude, while employees who are dissatisfied with their work tend to have a negative attitude.

PT PLN as one of the state-owned companies in Indonesia in charge of supplying and regulating electricity supply. This company is also the only government-owned company that provides electricity services. Every year the need for electricity in Indonesia continues to increase, because of improving the quality of community welfare accompanied by industrial developments in Indonesia. The most important factor in achieving the goals of PT PLN (Persero) UPT Malang is to pay attention to the human resource factor. Human resources in an agency are a crucial aspect that determines the effectiveness of an agency. Agencies need to continuously invest in recruiting, selecting, and retaining their human resources. On the other hand, an agency needs to maintain potential resources so as not to have an impact on turnover intention. Researchers conducted a pre-survey of employees at PT PLN (Persero) UPT Malang related to turnover intention. The results of the pre-survey conducted by researchers with 20 employees at PT. PLN (Persero) UPT Malang. Here are the results of the pre-survey conducted:

Table 1. Pre-Survey Results

Number	Question	Answer	
		Yes	No
1	Have you ever thought about quitting your job?	18	2
2	You will leave the company when you get a job with a high salary/wage elsewhere	11	9
3	Have you ever thought about looking for a new alternative job?	17	3
4	Have you ever thought about moving to a place of work that is close to your home/place of residence.	17	3
5	You compare career prospects in other institutions/companies	9	11
6	You Will Consider Taking Another Job	16	4

Source: Processed primary data

The results of the pre-survey questionnaire regarding the variable turnover intention. There are as many as 18 employees who stated that they had thought of leaving their jobs. 11 employees will leave the company when they get a job with a high salary/wage elsewhere, 17 employees stated that they had thought of looking for alternative new jobs and had thought of moving to a place of work that was close to their

home/place of residence. 9 employees compared career prospects in other institutions/companies and 16 employees predicted taking other jobs. Based on the results of the pre-survey, the turnover intention rate at PT PLN (Persero) UPT Malang is quite high. The turnover process is basically initiated by the condition of the employee's desire to leave a company which is called turnover intention. This pre-survey research was strengthened by the results of an interview with HR Personnel and explained that several employees who complained about the workload that employees had to complete. This is due to the addition of working hours which are felt to be very burdensome for employees because they have exceeded the predetermined working hours. The workload is also felt to be very heavy for the field employees. Employees in the field work more outside the office and the pressure experienced by employees is also heavier because they have to deal with substations with very large voltages with lives at stake. The purpose of this research is to explain the impact of workload to turnover intention and job satisfaction as a mediation.

LITERATURE REVIEW

Turnover intention according to Mobley (2011) is the tendency or intention of employees to stop working from their jobs voluntarily or move from one workplace to another. Kartono (2017) explains that turnover intention is an employee's desire to voluntarily resign from an organization or company or is considered an employee movement to resign from the organization. The factors that influence turnover intention according to Rivai *et al* (2015) include: workload factors, length of work, social support, and compensation. Munandar (2014) defines workload as the tasks given by the workforce or employees to be completed at a certain time by using the skills and potential of the workforce. Workload is a set or number of activities that must be completed by an organizational unit or position holder within a certain period of time (Kurniawan *et al.*, 2016). So it can be concluded that workload is a process carried out by someone in completing the tasks of a job within a certain period of time. The factors that affect the workload according to Munandar (2014) include: the physical demand factor and the task demand factor.

Job satisfaction in this study is a mediating variable. According to Robbins & Judge (2017) job satisfaction is a positive feeling about work, which results from evaluating the individual characteristics of employees. A person with a high level of job satisfaction produces positive feelings about his job, while a person with a low level produces negative feelings. Sinambela (2016) explains that job satisfaction is a person's feeling towards his work which is produced by his own business (internal) and is supported by things outside of himself (externally) on work conditions, work results, and work itself. So it can be concluded that job satisfaction is something that is felt by employees who feel happy with their work or company because what they need is fulfilled. The factors that influence job satisfaction according to Sutrisno (2009) include: psychological factors, social factors, physical factors, and financial factors.

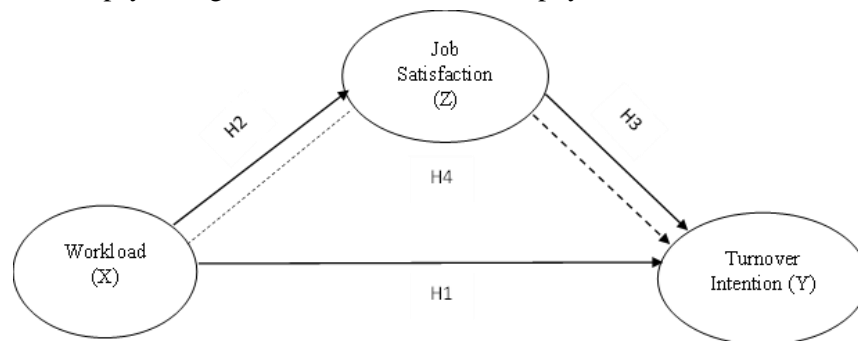


Figure 1. Conceptual Framework

The hypothesis based on the picture above is as follows:

H1: Workload has a significant effect on turnover intention

H2: Workload has a significant effect on job satisfaction

H3: Job satisfaction has a significant effect on turnover intention

H4: Job satisfaction acts as a mediating variable between workload and turnover intention

RESEARCH METHODS

Using SmartPLS software, this research takes a quantitative approach utilizing Structural Equation Modeling (SEM). This type of research is explanatory research, which has the aim of testing predetermined hypotheses. This research investigates the impact of workload, turnover intention, and job satisfaction. The population in this study were all employees PT PLN (Persero) UPT Malang in the amount of 50 employees excluding the leader. The sample taken in this study is the total population of 50 people, which means the researcher uses a saturated sampling technique or census sampling. The data collection is done by distributing a questionnaire (questionnaire). Variable operational definition which are: Workload with indicators Targets to be achieved, working conditions, and job standards; Turnover Intention with indicators Thinking about leaving, looking for alternative jobs, and intentions to leave; and job satisfaction with indicators the work itself, quality of supervision, relationships with coworkers, promotion opportunities, pay or salary.

RESULTS AND DISCUSSION

This research was conducted at PT PLN (Persero) UPT Malang, the number of respondents in this research were 50 respondents. Characteristics of respondents based on gender dominated by 33 men and 17 women. While the characteristics of respondents based on age are dominated by the age of 21-30 years.

Table 1. Characteristics of Respondents

Information	Items	Respondents	Percentage
Gender	Male	33 people	66%
	Female	17 people	34%
Age	<20 years	24	48%
	21-30 years	9	18%
	31-40 years	4	8%
	>41 years	13	26%
Education Level	SD		
	SMP		
	SMA/SMK	24	48%
	Diploma	14	28%
Working Period	Graduate	12	24%
	< 5 years	14	28%
	5-10 years	12	24%
	>10 years	24	48%

R table used in this study was 0.2787 because the sample used was 50 respondents. Based on the results of the validity tests that have been carried out using SPSS software, it can be concluded that each question is valid, this is because r count is more than r table.

Table 2. Validity Test Results

Variable	Items	R.Count	R.Table	Information
Workload	X.1	0.875	0.2787	Valid
	X.2	0.949	0.2787	Valid
	X.3	0.846	0.2787	Valid
	X.4	0.697	0.2787	Valid
	X.5	0.798	0.2787	Valid
	X.6	0.822	0.2787	Valid
Job satisfaction	Z.1	0.770	0.2787	Valid
	Z.2	0.920	0.2787	Valid
	Z.3	0.852	0.2787	Valid
	Z.4	0.813	0.2787	Valid
	Z.5	0.624	0.2787	Valid
Turnover Intention	Y.1	0.781	0.2787	Valid
	Y.2	0.881	0.2787	Valid
	Y.3	0.762	0.2787	Valid
	Y.4	0.889	0.2787	Valid
	Y.5	0.886	0.2787	Valid
	Y.6	0.857	0.2787	Valid

A variable is said to be reliable if the value of Cronbach's Alpha > 0.60 means that the variable is said to be reliable. Based on the results of the reliability test using SPSS software, it can be concluded that the instrument in this research is reliable.

Table 3. Reliability Test

Variable	Cronbach's Alpha . value	Alpha Value	Information
Workload	0.912	0.60	Reliable
Job satisfaction	0.855	0.60	Reliable
Turnover Intention	0.917	0.60	Reliable

Table 3. Results of Hypothesis Testing of Direct and Indirect Effects

Hypotheses	Statistical Hypothesis	Path Coefficient	T Statistics	P Values	Information
H1	Workload -> Turnover Intention	0.284	2,155	0.032	Significant
H2	Workload -> Job Satisfaction	0.447	1,816	0.070	No Significant
H3	Job Satisfaction -> Turnover Intention	0.109	0.507	0.613	No Significant
H4	Workload -> Job Satisfaction -> Turnover Intention	0.049	0.612	0.541	No Significant

Source: Primary Data Procseed

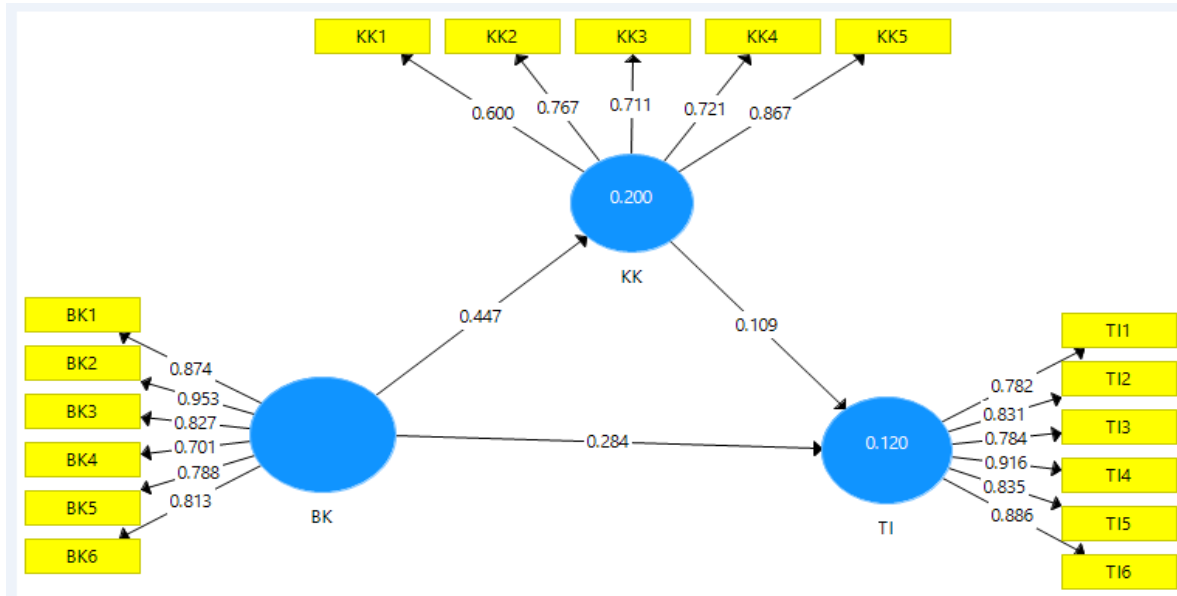


Figure 2. Measurement Model (PLS Algorithm)

The effect of workload on turnover intention is significant, according to the results of the direct influence analysis shown in Figure 2 and Table 3 above. The t-statistic result is 2.155, and the p-value is 0.032. As a result, hypothesis 1 is accepted. This result means that the higher the workload of employees, will be able to increase the level of turnover intention. The effect of workload on job satisfaction is the following hypothesis. The coefficient value of 0.447, the t-statistic of 1.816, and the p-value of 0.070 reveal an insignificant influence. Thus, Hypothesis 2 is rejected. Job satisfaction is also had no significant effect on turnover intention, with a coefficient of 0.109, t-statistics of 0.507, and a p-value of 0.613, so Hypothesis 3 is also rejected. Hypothesis 4 is so rejected because the t-statistic result is 0.612 and p-values 0.514, which means job satisfaction does not mediate between workload and turnover intention.

Based on the results of hypothesis testing regarding the effect of workload on turnover intention, it shows that workload has a significant effect on turnover intention. The existence of this influence indicates that the workload can affect the level of turnover intention. That is, the higher the workload of employees at PT. PLN (Persero) Malang will be able to increase the level of employee turnover intention. The results of this study are reinforced by research conducted by Riani & Putra (2017) and Sutikno (2020) which state that workload has a significant influence on turnover intention. If the workload received by employees is too heavy, it will make employees tired and stressed so that it can encourage employees to have the intention of leaving the company. A high workload can be in the form of pressure from superiors, where employees are required to complete tasks immediately. This will make employees feel pressured and cause discomfort so that it encourages employees' desire to leave the company and look for better jobs than they are currently running.

Workload has no significant effect on employee job satisfaction at PT PLN (Persero) UPT Malang. This shows that if the workload of employees is high, it does not necessarily affect employee job satisfaction. It means that the higher the workload felt by the employee, the less impact on the level of employee job satisfaction. This is because at PT PLN (Persero) UPT Malang, if there are more tasks or workloads given, employees will receive bonuses or rewards from the company. For example, when given an assignment out of town, employees will be given supporting facilities when they are out of town, so

employees do not feel bored at work. The results of this study are in line with research conducted by Muhammad Sutikno (2020), Mahendrawan and Ayu (2015), Novianti & Roz (2020), Yo and Ida (2015) which show that workload has no significant effect on job satisfaction.

Job satisfaction has no significant effect on turnover intention. The existence of this influence indicates that the level of job satisfaction felt by employees has no impact on turnover intention. These results show that if employees are satisfied, they will still have the desire to leave the company. At PT PLN (Persero) UPT Malang the employees are satisfied but the desire to leave the company is quite high, this is because the workload is felt to be very heavy, also because other factors outside of job satisfaction are not examined in this study, because the factors that influence turnover intention themselves exist. much not only job satisfaction. The results of this study are in line with the results of previous research by Kristanto (2014) Fuadiputra & Novianti (2021) which also found an influence that job satisfaction had no significant effect on turnover intention. Jimmy Susilo and I Gusti (2019) in their research also found that job satisfaction had no significant effect on turnover intention.

Based on the results of the mediation test using SmartPLS regarding the indirect relationship between workload and turnover intention mediated by job satisfaction, it shows that job satisfaction plays an insignificant role and is proven unable to mediate workload on turnover intention. This means that the higher the workload produced, it does not necessarily affect job satisfaction which has an impact on turnover intention. The results of this study are not in line with research conducted by Pradana & Salehudin (2015), Novianti & Fuadiputra (2021), Zaki & Marzolina (2016) which states that job satisfaction is a strong and good mediation between workload and turnover intention. These results prove that a high workload does not necessarily affect employee job satisfaction so that it has an impact on employee turnover intention. In simple terms it can be said that job satisfaction which is not able to mediate workload on turnover intention is an important factor in minimizing employee desire to leave. High workload does not affect employee job satisfaction also indicates that employee job satisfaction at this company has been fulfilled enough to minimize the desire of employees to leave the company. Job satisfaction in the study also proves that a high workload if it can be minimized by providing all the needs needed by employees so that employees are satisfied will be able to reduce the employee's desire to leave.

CONCLUSION

Based on the results of the study, the conclusions are as follows: (1) Workload has a significant effect on turnover intention of PT PLN (Persero) UPT Malang. This means that the higher the workload of employees at PT. PLN (Persero) UPT Malang will be able to increase the level of employee turnover intention. (2) Workload has no significant effect on turnover intention of PT PLN (Persero) UPT Malang. It means that the higher the workload felt by the employee, the less impact on the level of employee job satisfaction. (3) Job satisfaction has no significant effect on turnover intention of PT PLN (Persero) UPT Malang. It means that the level of job satisfaction felt by employees has no impact on turnover intention. (4) Job satisfaction does not mediate the effect of workload on turnover intention of PT PLN (Persero) UPT Malang. This means that a high workload does not necessarily affect employee job satisfaction so that it has an impact on employee turnover intention. Meanwhile, suggestions that can be given include: (1) For PT. PLN (Persero), especially the Human Resources (HR), researchers suggest that this research can be used as consideration and additional literature explaining the importance of workload and turnover intention for the company. (2) Companies can minimize problems about employees thinking of leaving the company, by paying attention to the level of workload and working time to complete the work. This will make

employees feel the burden they have. Future research can expand on this research by including characteristics such as work stress, performance, job motivation, etc. Furthermore, the respondents can expand in another companies because each has its own set of circumstances and phenomena.

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