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**THE EFFECT OF WORKLOAD AND COMPENSATION SYSTEM  
ON *TURNOVER INTENTION* WITH JOB SATISFACTION AS A  
MEDIATING VARIABLE IN PT. XYZ**

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**Abstract (Indonesia)**

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**Latar Belakang:** Masalah keterbatasan Sumber Daya Manusia (SDM) dan persaingan merupakan penghambat utama bagi pertumbuhan industri terutama pada industri perbankan. Permasalahan tersebut kemudian juga menimbulkan permasalahan lain seperti tingginya tingkat *turnover* karyawan yang kini telah menjadi persoalan tersendiri bagi banyak perusahaan. Tingginya tingkat *turnover* karyawan yang dialami sebuah perusahaan dapat diprediksi dari seberapa besar keinginan berpindah yang dimiliki anggota perusahaan ke perusahaan yang lainnya. PT. XYZ merupakan salah satu perusahaan perbankan syariah yang mengalami kenaikan tingkat *turnover* karyawannya dari tahun ke tahun.

**Tujuan:** Penelitian ini bertujuan untuk mengkaji dan membangun model konseptual mengenai pengaruh beban kerja dan sistem kompensasi terhadap *turnover intention* dengan kepuasan kerja sebagai variabel mediasi pada PT. XYZ.

**Metode:** Penelitian ini menggunakan teknik *non-probability sampling* dengan sampel yang digunakan adalah berjumlah 70 orang karyawan tetap melalui penyebaran kusioner.

**Hasil:** Penelitian ini menemukan bahwa bahwa kepuasan kerja tidak memediasi pengaruh antara beban kerja terhadap *turnover intention*, namun kepuasan kerja mampu memediasi variabel sistem kompensasi terhadap *turnover intention* pada PT. XYZ.

**Kesimpulan:** PT. XYZ belum mampu memberikan beban kerja yang sesuai dengan kemampuan karyawan nya, ditambah dengan kompensasi yang dinilai tidak sesuai

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dengan beban kerja yang diberikan sehingga menurunkan tingkat kepuasan kerja karyawan yang pada akhirnya meningkatkan intensitas *turnover intention* karyawan pada PT. XYZ.

**Kata kunci:** beban kerja; sistem kompensasi; kepuasan kerja; *turnover intention*.

### **Abstract (English)**

**Background:** *The problem of limited Human Resources (HR) and competition is a major obstacle to the growth of the industry, especially in the banking industry. This problem then also causes other problems such as the high employee turnover rate which has now become a separate problem for many companies. The high employee turnover rate experienced by a company can be predicted by how much desire to move company members have to other companies. PT. XYZ is one of the Islamic banking companies that has experienced an increase in the turnover rate of its employees from year to year.*

**Objective:** *This study aims to examine and build a conceptual model of the effect of workload and compensation systems on the turnover intention with job satisfaction as a mediating variable in PT. XYZ.*

**Method:** *This study used a non-probability sampling technique with the sample used being 70 permanent employees through the distribution of questionnaires.*

**Results:** *This study found that job satisfaction does not mediate the effect of workload on turnover intention, but job satisfaction can mediate the variable of the compensation system against turnover intention in PT. XYZ.*

**Conclusion:** *PT. XYZ has not been able to provide a workload that is by the abilities of its employees, coupled with compensation that is not by the workload that is fished so as to reduce the level of employee work loss which ultimately increases the intensity of employee turnover intention at PT. XYZ.*

**Keywords:** workload; compensation system; job satisfaction; *turnover intention*.

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## INTRODUCTION

Human Resource Management is very important and is the focus of many organizations in achieving competitive advantage. Human Resources are resources that have many advantages over other resources in the organization or company. Without Human Resources the company will have no meaning even though the company has various other resources such as new machines, a lot of capital, there is energy, there are raw materials, and others. Everything will be in vain if it is not managed and run properly by Human Resources. The problem of limited human resources (HR) and competition is the main obstacle to industrial growth, especially in the banking industry.

PT. XYZ is one of the Islamic banks operating in West Sumatra Province. The following is presented data on *the turnover of PT. XYZ* for the period 2019-2021 as shown in table 1.

**Table 1.1 Employee Turnover Data  
PT. XYZ 2019-2021**

No	Year	Resign Employees (Resign Employee)	Number of Employees (Total Employees)	Employee Turnover % (Employee Turnover)
1.	2019	20	70	28,16%
2.	2022	28	68	40,57%
3.	2021	10	70	14,49%

Source: Data processed, PT. XYZ

Based on PT. XYZ over the past three years, starting from 2019 to 2021 in the table above, shows a very high *turnover* rate of 40.57% in 2020 and 28.16% in 2019. Another condition that occurs at Bank Muamalat, West Sumatra Province, is the high workload on employees, especially banking staff. Coupled with the fact that the world is being hit by the Covid-19 pandemic, where this outbreak greatly affects the rate of smoking. Many employees are laid off or even laid off.

The *turnover* rate is said to be high if the value is more than 10% per year, (sakinah, 2008). Many factors affect the turnover rate of a company. A previous study conducted (Sutikno, 2020) revealed that there is an influence of workload and compensation system on *Turnover Intention* through job satisfaction. This statement is reinforced by a recent study conducted by (Novel & Marchyta, 2021a) where it was found that there is an influence of workload and compensation system on the *turnover intention* with job satisfaction as a mediating variable.

This lack of attention to workload and compensation system will have an impact on the employee's job satisfaction. Job satisfaction is an important variable because the satisfaction obtained will also determine a person's positive view of work. To clarify and find out employee job satisfaction, the author conducted a pre-survey of 70 PT employees XYZ. The following is a recap of the results of the pre-survey on job satisfaction of PT. XYZ:

**Table 1.2 Recap of Presurvey Results Job satisfaction**

No	Question	Answer	
		Satisfied	Not Satisfied
1.	Your level of satisfaction with the tasks/work you are currently doing?	30	40
2.	The level of satisfaction do you have with the compensation (salary and incentives) you receive from the company?	17	53
3.	Your level of satisfaction with the way leaders provide oversight in your work?	46	24
4.	Your level of satisfaction with the work environment and work facilities (work equipment, canteens, places of worship, meeting places) available in the company?	23	47
5.	Your level of satisfaction with the working hours assigned to complete a load of tasks received?	19	51
6.	Your level of satisfaction working with your current line of work?	48	22
	<b>SUM</b>	<b>183</b>	<b>237</b>

*Source: Processed from the results of the pre-survey questionnaire*

Based on Table 1.2 shows that in general employees are relatively dissatisfied at work. This can be seen from the results of the pre-survey, where four of the six indicators of job satisfaction show employee dissatisfaction. However, there are still two indicators that provide satisfaction to employees in carrying out their work.

The results of this pre-survey explained that the low level of employee job satisfaction is largely influenced by the perceived workload and compensation received. Research conducted by (Safitri & Astutik, 2019a) found that there is an effect of workload on job satisfaction. This shows that excessive workload will cause a decrease in employee job satisfaction. In line with that, another study on the compensation system conducted by (Rahayu & Riana, 2017) found the result that compensation affects job satisfaction. This shows that the higher the compensation given, the level of employee job satisfaction at work will also increase.

## RESEARCH METHODS

This research uses quantitative methods with a survey research design approach. A survey research design is a quantitative research procedure carried out to obtain an explanation of the attitudes, behaviors, and traits of the population obtained through the sample population (Creswell, 2012).

This research focuses on PT. XYZ is engaged in Islamic banking. Sampling in this study was carried out using a type of *non-probability sampling*. According to (Sekaran & Bougie, 2010) *non-probability sampling* is a sampling design in which elements in a population do not have an equal opportunity for each element or member of the population to be selected to be sampled. The *chosen non-probability sampling* method is *saturated sampling* (census), due to the relatively small number of populations. Saturated sampling is a sampling technique when all members of the population are used as samples (Sujarweni, 2014).

So the sample used is equal to the total population, namely all permanent employees at PT. XYZ which numbered 70 people. Thus the use of the entire population

without having to draw a research sample as an observation unit is referred to as a census technique.

The data analysis technique uses the *Partial Least Square (PLS)* approach, which is a component-based *Structural Equation Modeling (SEM)* equation, model. The use of PLS has several evaluations of structural models (*inner models*) and measurement models (*outer models*). Evaluation of the measurement model, testing convergent validity, *discriminant validity*, composite *reliability*, and *Average Variance Extracted (AVE)* is carried out. In the evaluation of structural models, the *R-squared test ( $R^2$ )* and the path coefficient estimation test are carried out. The *bootstrapping* procedure generates a t-statistical value for each relationship path used to test the hypothesis. Those t-statistical values will be compared with the t-table values. Research using a 95% confidence level so that the level of precision or inaccuracy limit ( $\alpha$ ) = 5% = 0.05, the value of the t-table value is 1.96. If the t-statistical value is found to be smaller than the table t value (statistical  $t < 1.960$ ), then  $H_o$  is accepted and  $H_a$  is rejected. If the value of statistical t is greater than or equal to t of the table ( $t_{of\ statistics} > 1,960$ ), then  $H_o$  is rejected and  $H_a$  is accepted (Ghozali & Latan, 2015). The research hypothesis can be stated to be accepted if the value of  $P_{Values} < 0.05$ . The hypothesis of this study is as follows:

H<sub>1</sub>: Workload has a positive and significant effect on *Turnover Intention*.

H<sub>2</sub>: Compensation System negatively and significantly affects turnover *intention*.

H<sub>3</sub>: Workload has a negative and significant effect on Job Satisfaction.

H<sub>4</sub>: The Compensation System has a positive and significant effect on Job Satisfaction.

H<sub>5</sub>: Job Satisfaction has a negative and significant effect on *Turnover Intention*.

H<sub>6</sub>: Job Satisfaction mediates the relationship between Workload and *Turnover Intention*.

H<sub>7</sub>: Job Satisfaction mediates the relationship between the Compensation System and *Turnover Intention*.

## RESULTS AND DISCUSSION

### A. Research Results

#### Characteristics of Respondents

The total number of questionnaires in this study was 70 respondents used in data analysis. The descriptive analysis showed that the majority of respondents were male, namely 46 respondents or 65.71%. For age, the majority of respondents were aged 31 – 40 years, namely 33 respondents or 47.22% of the total respondents. Judging from marital status, the majority of respondents have married marriages, with 44 respondents or 62.86% of the total respondents. If you look at the number of children, the majority of respondents are married and have more than 1 child, because the majority of respondents are senior employees. As for the level of education, the majority of respondents had a bachelor's education which amounted to 37 respondents or 52.86% of the total respondents. Judging from their working period, the majority of respondents have a service period of 4-9 years, totaling 34 respondents or 48.57% of the total respondents. and for the amount of monthly income, the majority of respondents have a monthly income that ranges from Rp. 3,000,000 - Rp. 5,000,000 as many as 42 respondents or 60% of the total respondents.

#### Validity and Reliability

Validity testing was carried out with 70 respondents which aimed to measure the validity or not of the questionnaire. To test the *convergent validity* used the outer loading value of the indicator  $> 0.7$ . Evaluation of discriminant validity can be done by the *Average Variance Extracted (AVE)* method for latent variables. The AVE value describes the magnitude of the diversity of variables that a latent construct can have. An AVE value of

at least 0.5 indicates a good measure of *convergent validity*. *Discriminant validity* is viewed by paying attention to the cross-loading value. The *cross-loading* value aims to determine the level of *validity discrimination* that is adequate in each construct, namely by comparing the cooperation between constructs. Reliability tests show the extent to which measuring instruments are reliable or trusted. The reliability test in this study used coefficient measurement techniques from *Composite Reliability* and *Cronbach Alpha*. *Composite* reliability is considered better if it has a *composite reliability* value of  $> 0.6$ . Reliability tests with *composite reliability* can be strengthened using *Cronbach alpha* values. A variable is declared reliable if it has a *Cronbach alpha* value of  $> 0.6$ .

**Table 4. 1 Path Coefficients (Mean, STDEV, T-Values)**

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ( O/STDEV )	P Values
BK – IT	0,267	0,297	0,126	2,124	0,034
KMP – IT	-0,074	-0,100	0,334	0,221	0,826
BK – KK	-0,052	-0,062	0,064	0,816	0,415
KMP – KK	0,902	0,897	0,040	22,786	0,000
KK – IT	-0,271	-0,281	0,345	0,786	0,433

Source: SmartPLS 3.1 data processing results (2022)

Based on the results of the hypothesis test contained in figure 4.1, it can be concluded as follows:

- 1) Workload has a positive and significant effect on *turnover intention*, this is because the statistical T value (2.124)  $>$  the t-value (1.96) with a P-Value of  $0.034 < 0.05$ .
- 2) The compensation system has no significant effect on *turnover intention*, this is because the statistical T value (0.221)  $<$  the t-value (1.96) with a P-Value of  $0.826 > 0.05$ .
- 3) Workload has no significant effect on work integrity, this is because the statistical T value (0.816)  $<$  the t-value (1.96) with a P-Value of  $0.415 > 0.05$ .
- 4) The compensation system has a positive and significant effect on job satisfaction, this is because the statistical T value (22,786)  $<$  the t-value (1.96) with a P-Value of  $0.000 < 0.05$ .
- 5) Job satisfaction has a positive and insignificant effect on *turnover intention*, this is because the statistical T value (0.786)  $>$  the t-value (1.96) with a P-Value of  $0.433 > 0.05$ .

## B. Discussion

### Effect of Workload on Turnover Intention

Based on the results of testing the first hypothesis, it is known that workload has a positive and significant effect on *turnover intention*. Then **H<sub>1</sub> is supported**. These results indicate that a high workload can be detrimental to employees as well as the company, because if the workload provided by employees is too high while the employee's ability cannot meet the demands of the job, then the company will need additional time so that the employee can complete the work, thus causing pt. XYZ has the intention of moving. This result is in line with the results obtained who found that workload positively and significantly affects *turnover intention*.

### Effect of Compensation System on Turnover Intention

Based on the results of testing the second hypothesis, it is known that the compensation system has a negative and insignificant effect on *turnover intention*. Then **H<sub>2</sub> is not supported**. These results indicate that compensation is not the main factor that causes PT

employees. XYZ to quit his job. However, the direction of the compensation related to *turnover intention* is negative, meaning that the higher the compensation provided by PT. XYZ to its employees, then reducing the intensity of *turnover intention* in PT. XYZ. This result is in line with the results of a study from (Yadewani & Wijaya, 2021), which found that there was a negative influence of compensation variables on *turnover intention*. And also in line with, which also found that compensation has a significant negative effect on *turnover intention*.

#### **Effect of Workload on Job Satisfaction**

Based on the results of the third hypothesis testing, it is known that workload has a negative and insignificant effect on job satisfaction. Then **H<sub>3</sub> is not supported**. These results indicate that workload is not one of the factors that cause employees to be dissatisfied with working at PT. XYZ. The relationship between workload to job satisfaction is negative. This means that the higher the workload, the more job satisfaction will decrease. This result is in line with the results of the research by (Safitri & Astutik, 2019b), which found that there was a negative workload effect on job satisfaction. This shows that excessive workload will cause a decrease in employee job satisfaction.

#### **Effect of Compensation System on Job Satisfaction**

Based on the results of testing the fourth hypothesis, it is known that the compensation system has a positive and significant effect on job satisfaction. Then **H<sub>4</sub> is supported**. These results indicate that the compensation system is a factor that affects employee job satisfaction at PT. XYZ. These results are in line with the results, which found that compensation has a positive and significant effect on job satisfaction. However, the resulting relationship is positive, which means that the compensation system provides an increase in job satisfaction.

#### **Effect of Job Satisfaction on Turnover Intention**

Based on the results of the fifth hypothesis testing, it is known that job satisfaction has a negative and insignificant effect on *turnover intention*. Then **H<sub>5</sub> is not supported**. The direction of the relationship between job satisfaction to *turnover intention* is negative. This means that the more employee job satisfaction increases, the more the intensity of *turnover intention* in PT. XYZ. This result is to, which states that Employee Job Satisfaction negatively affects employee *Turnover Intention*. This result is also supported, where a negative influence of job satisfaction variables on *turnover intent* was found.

#### **Effect of Workload on Turnover through Job Satisfaction**

Based on the results of the sixth hypothesis testing, it is known that job satisfaction does not mediate workload against *turnover intention*. Then **H<sub>6</sub> is not supported**. These results indicate that the workload and dissatisfaction with the employee in work make the employee have the desire to quit the job. These results are not in line with, which found that the job satisfaction variable was able to mediate the effect of workload on *turnover intention*. In line with that, the results of the study are also supported by research conducted by (Novel & Marchyta, 2021b), where it was found that the variable job satisfaction was able to mediate workload loss against *turnover intention*.

#### **Effect of Compensation System on Turnover intention through Job Satisfaction**

Based on the results of the seventh hypothesis testing, it is known that job satisfaction mediates a compensation system against *turnover intention*. Then **H<sub>7</sub> is supported**. These results indicate that the compensation system provided by PT. XYZ to employees will provide more satisfaction so that it will reduce the intention of employees to leave their jobs. These results are not in line with, who found results that job satisfaction was unable to mediate the relationship between compensation and *turnover intention*. This is because compensation affects *turnover intention* while job satisfaction does not affect *turnover intention*.

## **CONCLUSION**

This study examined the effect of workload and compensation systems on the *turnover intention* with job satisfaction as a mediating variable. The research was conducted at PT. XYZ by involving 70 employees spread across various existing work units. The data is processed using Smart PLS. By using a more unique empirical approach, through survey techniques as a general process of data collection and analysis of the processing of collected data, the following results have been obtained:

1. There is a positive and significant influence between workload on *turnover intention* in PT XYZ employees.
2. There is no effect between the compensation system on *turnover intention* in PT employees. XYZ.
3. There is no effect between workload and job satisfaction in PT. XYZ.
4. There is a positive and significant influence between the compensation system on job satisfaction in PT employees. XYZ.
5. There is no effect between job satisfaction and *turnover intention* in PT. XYZ.
6. Job satisfaction does not mediate the effect between workload and *turnover intention* in PT employees. XYZ.
7. Job satisfaction mediates the effect of the compensation system on *turnover intention* in PT employees. XYZ.

Based on the above, this study can put forward some suggestions that are expected, companies can pay more attention to the level of workload given to employees. This will certainly have an impact on increasing employee job satisfaction because their level of welfare increases. Organizations also need to improve the compensation system given to keraywan, as this must be in line with the workload of the employee. Providing fair compensation to employees will certainly increase employee enthusiasm at work because compensation itself is a form of job satisfaction from an employee. The existence of fair compensation by the workload given by the company to its employees, it will certainly cause an employee to feel at home at work to reduce the employee's desire to leave the company.

In an organization, a boss must be able to provide encouragement and encouragement to his employees. So that employees will feel motivated, feel valued, and can become more professional which will certainly have a good impact on the organ of ization. Furthermore, the role of the employee himself is to achieve the success of an organization, an employee must show good performance improvement, have a cooperative attitude both with superiors and with colleagues, and have high discipline and a sense of responsibility.

Thus, this study suggests future research in order to add other variables in the development of the research. It is hoped that the results of this study can be used to provide optimal benefits for the next research object, this research can also be used as a comparison material in the next study and should take research data on a wider research object.

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