

# Understanding Employees Intention to Stay or Leave: The Interplay of Financial Compensation, Workload, and Job Satisfaction

Laila Shofia Ningsih<sup>1\*</sup>, Kertati Sumekar<sup>2</sup>, and Mulyanto<sup>3</sup>

<sup>1,2,3</sup> Muria Kudus University, Indonesia

*Journal of Economics and Management Sciences is licensed under a Creative Commons 4.0 International License.*



### ARTICLE HISTORY

Received: 28 February 26

Final Revision: 04 March 26

Accepted: 04 April 26

Online Publication: 30 June 26

### KEYWORDS

Financial Compensation, Workload, Job Satisfaction, Turnover Intention, Employee Retention

### KATA KUNCI

Kompensasi Finansial, Beban Kerja, Kepuasan Kerja, *Turnover Intention*, Retensi Karyawan

### CORRESPONDING AUTHOR

laishof9@gmail.com

### DOI

10.37034/jems.v8i3.415

### ABSTRACT

This study aims to analyze the effects of financial compensation and workload on turnover intention, with job satisfaction serving as a mediating variable. The variables examined include financial compensation, workload, job satisfaction, and turnover intention. A quantitative approach with an associative research design was employed to empirically test the relationships and causal effects among these variables. The population consisted of all employees of PT Samwon Busana Indonesia Jepara. A total of 210 respondents were selected as the research sample using the Isaac and Michael formula at a 5% margin of error and were chosen through a simple random sampling technique. Data were collected through an online questionnaire distributed via Google Forms. Data analysis was conducted using Structural Equation Modeling (SEM) based on Partial Least Squares (PLS) with the assistance of SmartPLS version 3.0. The findings indicate that financial compensation has a negative and significant effect on turnover intention, whereas workload has a positive and significant effect on turnover intention. Furthermore, financial compensation positively and significantly influences job satisfaction, while workload negatively and significantly affects job satisfaction. Job satisfaction also demonstrates a negative and significant effect on turnover intention, confirming its role in reducing employees' intention to leave the organization.

### ABSTRAK

Penelitian ini bertujuan untuk menganalisis pengaruh kompensasi finansial dan beban kerja terhadap *turnover intention* dengan kepuasan kerja sebagai variabel mediasi. Variabel yang diteliti meliputi kompensasi finansial, beban kerja, kepuasan kerja, dan *turnover intention*. Penelitian ini menggunakan pendekatan kuantitatif dengan desain asosiatif untuk menguji hubungan serta pengaruh antar variabel secara empiris. Populasi penelitian adalah seluruh karyawan PT Samwon Busana Indonesia Jepara, dengan jumlah sampel sebanyak 210 responden yang ditentukan menggunakan rumus Isaac dan Michael pada tingkat kesalahan 5% serta dipilih melalui teknik *simple random sampling*. Data dikumpulkan melalui penyebaran kuesioner secara daring menggunakan Google Form. Analisis data dilakukan menggunakan metode *Structural Equation Modeling* (SEM) berbasis *Partial Least Squares* (PLS) dengan bantuan program SmartPLS versi 3.0. Hasil penelitian menunjukkan bahwa kompensasi finansial berpengaruh negatif dan signifikan terhadap *turnover intention*, sedangkan beban kerja berpengaruh positif dan signifikan terhadap *turnover intention*. Selain itu, kompensasi finansial berpengaruh positif dan signifikan terhadap kepuasan kerja, sementara beban kerja berpengaruh negatif dan signifikan terhadap kepuasan kerja. Kepuasan kerja juga terbukti berpengaruh negatif dan signifikan terhadap *turnover intention*, sehingga berperan dalam menekan kecenderungan karyawan untuk meninggalkan perusahaan.

## 1. Introduction

In the era of rapid globalization and accelerating change across multiple sectors, companies are increasingly required to develop human resources capable of adapting to dynamic environments and managing organizational transformation to ensure long-term sustainability [1]. In operating their businesses, organizations cannot overlook the strategic importance of effective human resource management [2]. Human resources constitute a critical asset that enables firms to execute operational activities and achieve their strategic objectives, vision, and mission. Organizations that

successfully attract and retain higher-quality talent than their competitors are more likely to gain competitive advantages [3]. Conversely, ineffective employee management may result in various organizational challenges, ranging from declining work quality to increased turnover intention [4].

Turnover intention reflected in employees' desire to leave their organization has become a significant global concern. Its consequences extend beyond financial losses to include reduced productivity, disrupted workflows, and substantial costs associated with recruitment and training of new employees [5].

According to data reported by GoodStats, 52% of Indonesian workers expressed an intention to resign, ranking Indonesia fourth highest in ASEAN after the Philippines (64%), Myanmar (58%), and Laos (57%). In contrast, Malaysia and Vietnam reported the lowest percentages, with only 31% of respondents actively seeking new employment [6]. These figures highlight the growing misalignment between employees' expectations and the characteristics of their jobs, which may generate negative emotions and ultimately reduce productivity.

Understanding the determinants of turnover intention is therefore crucial for organizational leaders seeking to formulate effective retention strategies [7]. One key factor influencing turnover intention is compensation. Compensation plays a strategic role in motivating employees and ensuring that organizational operations function optimally [8]. It refers to rewards provided by organizations as recognition for employees' efforts and contributions toward achieving organizational goals [9]. Compensation may be classified into financial and non-financial forms. Financial compensation includes direct payments such as salaries, wages, bonuses, and incentives, as well as indirect benefits such as health insurance, pensions, paid leave, and other allowances. Non-financial compensation encompasses recognition and feedback, work-life balance, professional development opportunities, job security, and task flexibility [10].

Adequate and fair compensation is expected to encourage employees to perform according to organizational expectations, as employees and organizations function as partners in achieving shared goals [11]. When compensation is perceived as equitable and commensurate with employees' contributions, turnover intention tends to decline [8]. Conversely, inadequate compensation may increase employees' intention to leave [4]. Empirical evidence indicates that employees may demonstrate turnover intention when they perceive opportunities to obtain higher salaries in other organizations [12]. Other studies have consistently reported that compensation has a negative effect on turnover intention, suggesting that better financial rewards reduce employees' intention to leave [13]. However, contrasting findings emerged during the COVID-19 pandemic, where salary reductions below the minimum wage were observed, yet employees chose to remain in their positions due to limited alternative employment opportunities [14]. These inconsistent results highlight the complexity of the relationship between compensation and turnover intention and underscore the need for further empirical investigation.

Another factor frequently associated with turnover intention is workload. Workload represents the tasks and responsibilities assigned to employees within a specified time frame [15], [16]. It encompasses both physical

workload related to physical exertion that may cause fatigue and mental workload, defined as the gap between job demands and employees' capacity to perform tasks [17]. Ideally, workload should be distributed proportionally to prevent imbalance among employees [18]. Excessive workload can harm both employees and organizations, as employees may require additional time to complete tasks when demands exceed their capabilities [19]. High workload has been shown to increase stress and encourage turnover intention [20].

Previous research has shown that increased workload following layoffs may lead employees to consider leaving the organization [21]. Other empirical findings also report a positive relationship between workload and turnover intention, indicating that higher work demands tend to increase employees' intention to resign [14]. However, contrasting evidence identified a negative relationship within the pandemic context, suggesting that under certain external conditions, higher workload did not necessarily increase turnover intention [21]. These differing results further emphasize the inconsistency in empirical findings and the importance of conducting additional research to clarify the relationship between workload and turnover intention.

Job satisfaction constitutes another important determinant of turnover intention. It reflects employees' emotional responses to their work and the degree to which they feel appreciated and fairly treated [22], [23]. Job satisfaction is defined as a positive emotional state arising from the appraisal of one's job or job experiences [24]. Several empirical studies have demonstrated that job satisfaction negatively influences turnover intention, indicating that higher levels of satisfaction tend to reduce employees' intention to leave the organization [25], [26], [27]. In contrast, other findings report a positive effect, suggesting that employees may feel satisfied with their job tasks yet still lack strong emotional attachment to the organization, which can contribute to their intention to resign [28]. These contrasting results suggest that the relationship between job satisfaction and turnover intention may be influenced by contextual and organizational factors.

Financial compensation and workload are also closely associated with job satisfaction. Fair and adequate financial compensation is theoretically expected to enhance job satisfaction [29], although previous research found that perceived unfairness and lack of transparency in compensation can reduce satisfaction [30]. Similarly, excessive workload may decrease job satisfaction [31], whereas in supportive work environments, high workload may not necessarily reduce satisfaction [32].

These theoretical and empirical inconsistencies are reflected in the case of PT Samwon Busana Indonesia Jepara, a South Korean foreign investment garment company established in 2015. Internal data indicate a substantial decline in the number of employees from

1,733 in August 2024 to 944 in August 2025. This decline was accompanied by fluctuations in product reject rates, suggesting potential links between staffing levels, workload pressure, and work quality. Reductions in office staff across multiple departments resulted in remaining employees assuming additional responsibilities without corresponding compensation adjustments. Furthermore, policies such as “no work, no pay” during periods of low orders contributed to perceived income instability.

Preliminary interviews with both office and production employees revealed dissatisfaction related to increased workload, perceived inequity in financial compensation, limited promotion opportunities, and inconsistent supervisory support. Although collegial relationships remained relatively strong, employees reported declining motivation and increasing psychological pressure.

Considering the observable organizational phenomenon and the research gaps reflected in inconsistent prior findings, further empirical investigation is necessary. This study aims to examine the effects of financial compensation and workload on turnover intention, with job satisfaction serving as a mediating variable, among employees of PT Samwon Busana Indonesia Jepara. By exploring the interplay among these variables, this research seeks to provide a more comprehensive understanding of employees’ intention to stay or leave within a dynamic organizational context.

## **2. Research Method**

### **2.1. Research Design**

This study employed a quantitative approach with an associative and correlational research design. The quantitative method was selected to examine causal relationships among variables measured numerically through a structured survey instrument. Specifically, this research investigates the effects of financial compensation and workload on turnover intention, with job satisfaction positioned as a mediating variable.

The correlational design enables the analysis of both the direction and strength of relationships among latent constructs specified in the conceptual framework. The proposed research model is grounded in the Job Demands–Resources (JD-R) theory, in which financial compensation is conceptualized as a job resource, workload as a job demand, job satisfaction as a mediating construct, and turnover intention as the dependent variable.

### **2.2. Data Sources**

This study utilized both primary and secondary data. Primary data were collected directly from employees of PT Samwon Busana Indonesia Jepara through a structured, closed-ended questionnaire. In addition, brief interviews were conducted to obtain contextual

insights regarding workplace conditions. Secondary data were gathered from company documents, internal reports, and relevant academic literature, including previous empirical studies and peer-reviewed journals.

### **2.3. Population and Sample**

The population comprised all employees of PT Samwon Busana Indonesia Jepara, totaling 943 individuals across various departments, including Cutting, Sewing, Finishing, Quality Control, Office, and supporting units. The sample size was determined using the Isaac and Michael formula with a 5% margin of error. The calculation yielded 209.6 respondents, which was rounded up to 210 participants. A simple random sampling technique was employed, as the employee population was considered relatively homogeneous in terms of job characteristics and work environment.

### **2.4. Operational Definition of Variables**

The study examined four primary variables. The independent variables were financial compensation (salary, wages, incentives, attendance allowances, protection programs, and compensation for non-working time) and workload (amount of work, work targets, boredom, job standards, and working conditions). The mediating variable was job satisfaction (satisfaction with the work itself, salary, promotion opportunities, supervisors, and co-workers). The dependent variable was turnover intention (increased absenteeism, decreased motivation, rule violations, protests toward supervisors, and noticeable behavioral changes).

### **2.5. Data Analysis Technique**

Data were analyzed using Structural Equation Modeling–Partial Least Squares (SEM-PLS) with SmartPLS version 3.0. The analysis involved two main stages: evaluation of the measurement model (outer model) and evaluation of the structural model (inner model). Convergent validity was assessed through outer loadings ( $>0.50$ ) and Average Variance Extracted (AVE  $>0.50$ ). Discriminant validity was evaluated using the Heterotrait–Monotrait ratio (HTMT  $<0.90$ ). Reliability was examined using Cronbach’s Alpha and Composite Reliability, with acceptable values above 0.70.

Hypotheses were tested using the bootstrapping procedure with a one-tailed test, applying criteria of  $t$ -statistics  $>1.64$  and  $p$ -values  $<0.05$ . The structural model was further evaluated using  $R^2$  values, effect size ( $f^2$ ), predictive relevance ( $Q^2$ ), and the Goodness of Fit (GoF) index to determine the explanatory and predictive power of the proposed model.

## **3. Result and Discussion**

### **3.1. Respondent Characteristics**

This study involved 210 employees of PT Samwon Busana Indonesia Jepara in 2025 as research

respondents. The sample size was determined using the Isaac and Michael formula with a 5% margin of error. Questionnaires were distributed to employees across several departments, including cutting, sewing, finishing, quality control (QC), office, other supporting units, security personnel, and sample division. All distributed questionnaires were returned and deemed complete, resulting in a 100% usable response rate. The demographic characteristics of respondents, including gender, age, and department, are presented in Table 1.

Table 1. Respondent Characteristics

Category	Classification	Frequency	Percentage (%)
Gender	Male	53	25.2
	Female	157	74.8
Age	18–25 years	163	77.6
	26–35 years	41	19.5
	36–45 years	4	1.9
	46–55 years	2	1.0
Department	Cutting	22	10.5
	Sewing	61	29.0
	Finishing	35	16.7
	QC	30	14.3
	Office	28	13.3
	Other (CS, Driver, Carpenter)	9	4.3
	Security	11	5.2
	Sample	14	6.7
	Total Respondents	210	100.0

Based on Table 1, the majority of respondents were female employees (74.8%), while male employees accounted for 25.2% of the sample. This distribution indicates that the workforce in the company is predominantly female, which is common in garment and textile manufacturing industries. In terms of age, most respondents were between 18 and 25 years old (77.6%), followed by employees aged 26–35 years (19.5%). Only a small proportion of respondents were above 35 years of age. This finding suggests that the company’s workforce is largely composed of young employees in the early stages of their careers.

Regarding departmental distribution, the largest proportion of respondents came from the sewing department (29.0%), followed by finishing (16.7%), QC (14.3%), and office staff (13.3%). The smallest representation came from other supporting roles such as customer service, drivers, and carpenters (4.3%). This distribution reflects the operational structure of the company, where sewing represents the core production activity and therefore employs the largest number of workers.

### 3.2. Descriptive Analysis of Research Variables

This section presents the descriptive analysis of each research variable based on responses from 210 employees. Each construct was measured using a five-point Likert scale (1 = strongly disagree to 5 = strongly agree). The results are presented separately for each variable, followed by interpretation.

#### 3.2.1. Financial Compensation

The descriptive results for the financial compensation variable are presented in Table 2. The overall mean score of 4.17 indicates that employees generally agree with statements related to financial compensation. The highest mean score (4.23) is found in the salary indicator (KF1), while the lowest mean score (4.12) appears in the wages indicator (KF2). Overall, employees perceive the financial compensation provided by the company positively.

Table 2. Descriptive Statistics of Financial Compensation

Code	Indicator	Mean
KF1	Salary	4.23
KF2	Wages	4.12
KF3	Incentives	4.19
KF4	Attendance Allowance	4.14
KF5	Protection Program	4.17
KF6	Compensation for Non-Working Time	4.21
	Average	4.17

#### 3.2.2. Workload

The descriptive results for the workload variable are presented in Table 3. The workload variable shows an average mean score of 3.81, indicating that employees generally agree that workload demands exist at a noticeable level. The highest mean (3.94) is observed in work targets (BK2), suggesting that employees perceive performance targets as relatively demanding. The lowest mean (3.53) is found in working conditions (BK5). Overall, workload is perceived as relatively high but still within manageable limits.

Table 3. Descriptive Statistics of Workload

Code	Indicator	Mean
BK1	Amount of Work	3.89
BK2	Work Targets	3.94
BK3	Boredom	3.80
BK4	Work Standards	3.87
BK5	Working Conditions	3.53
	Average	3.81

#### 3.2.3. Job Satisfaction

The descriptive results for the job satisfaction variable are presented in Table 4. The overall mean score of 4.17 indicates a relatively high level of job satisfaction among employees. The highest mean (4.23) is associated with satisfaction with the job itself (KK1), while the lowest mean (4.14) is related to satisfaction with salary (KK2). In general, employees report positive feelings toward various aspects of their job.

Table 4. Descriptive Statistics of Job Satisfaction

Code	Indicator	Mean
KK1	Satisfaction with the Job Itself	4.23
KK2	Satisfaction with Salary	4.14
KK3	Satisfaction with Promotion	4.15
KK4	Satisfaction with Supervisor	4.18
KK5	Satisfaction with Co-workers	4.15
	Average	4.17

### 3.2.4. Turnover Intention

The descriptive results for the turnover intention variable are presented in Table 5. The turnover intention variable yields an overall mean score of 4.17. The highest mean (4.23) appears in increased absenteeism (TI1), while the lowest mean (4.14) is observed in reduced work motivation (TI2). These results suggest that employees tend to agree with statements reflecting early indications of turnover intention. These descriptive findings provide a preliminary overview of employees' perceptions before proceeding to the measurement model (outer model) and structural model (inner model) evaluation using PLS-SEM.

Table 5. Descriptive Statistics of Turnover Intention

Code	Indicator	Mean
TI1	Increased Absenteeism	4.23
TI2	Reduced Work Motivation	4.14
TI3	Increased Rule Violations	4.20
TI4	Increased Complaints toward Supervisor	4.15
TI5	Behavioral Changes	4.16
Average		4.17

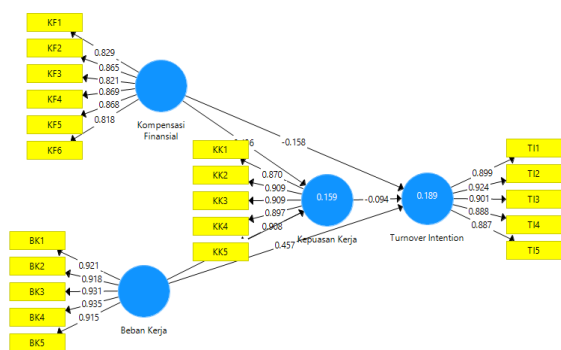


Figure 1. PLS Model Path Diagram Version 3.0

### 3.3. Measurement Model Evaluation (Outer Model)

Before testing the structural relationships, the measurement model was evaluated to ensure that all constructs met the criteria of validity and reliability. The assessment included convergent validity, discriminant validity, and internal consistency reliability using SmartPLS 3.0.

#### 3.3.1. Convergent Validity

Convergent validity was assessed by examining outer loadings and Average Variance Extracted (AVE) values. Outer loadings should exceed 0.70, although values between 0.50–0.60 may still be acceptable in exploratory research [33], [34]. Additionally, AVE values should be greater than 0.50 to indicate that a construct explains more than half of the variance of its indicators.

The results show that all indicators across the four constructs financial compensation, workload, job satisfaction, and turnover intention have outer loading values well above 0.70. Specifically, workload indicators range from 0.915 to 0.935, financial

compensation indicators range from 0.818 to 0.869, job satisfaction indicators range from 0.870 to 0.909, and turnover intention indicators range from 0.887 to 0.924. These values indicate strong correlations between each indicator and its respective construct.

Furthermore, the AVE values for financial compensation (0.715), workload (0.854), job satisfaction (0.808), and turnover intention (0.810) all exceed the recommended threshold of 0.50. This confirms that each construct demonstrates adequate convergent validity, meaning that the indicators effectively represent their latent variables.

#### 3.3.2. Discriminant Validity

Discriminant validity was evaluated using the Heterotrait-Monotrait Ratio (HTMT) criterion. HTMT values should be below 0.90 to confirm that constructs are empirically distinct from one another [33]. The results indicate that all HTMT values among financial compensation, workload, job satisfaction, and turnover intention are below 0.90. The highest HTMT value observed is 0.445, which remains well within the acceptable range. These findings confirm that each construct is distinct and measures different conceptual phenomena, thereby satisfying discriminant validity requirements.

#### 3.3.3. Reliability

Reliability was assessed using Cronbach's Alpha and Composite Reliability (CR). Both measures should exceed 0.70 to indicate satisfactory internal consistency [33]. The results show that all constructs meet this criterion. Financial compensation has a Cronbach's Alpha of 0.920 and Composite Reliability of 0.938. Workload demonstrates very high reliability with values of 0.957 and 0.967, respectively. Job satisfaction and turnover intention both show Cronbach's Alpha values of 0.941 and Composite Reliability values of 0.955. Since all reliability coefficients exceed the recommended threshold, the measurement model demonstrates strong internal consistency. Therefore, the constructs used in this study are considered reliable and suitable for further structural analysis.

### 3.4. Structural Model Evaluation (Inner Model)

After confirming the adequacy of the measurement model, the structural model (inner model) was evaluated to examine the predictive power and the relationships among constructs. The assessment included the Goodness of Fit (GoF) index, coefficient of determination ( $R^2$ ), effect size ( $f^2$ ), predictive relevance ( $Q^2$ ), and direct hypothesis testing.

#### 3.4.1. Goodness of Fit (GoF)

The Goodness of Fit (GoF) index was calculated to assess the overall model fit by combining the average variance extracted (AVE) and the coefficient of determination ( $R^2$ ). The GoF value was computed using

the following Equation (1). The resulting GoF value of 0.644 exceeds the threshold of 0.36, which is categorized as large. This indicates that the model demonstrates a strong overall fit and adequately explains the empirical data.

$$\begin{aligned}
 \text{Good of Fit} &= \sqrt{AVE \times R^2} \\
 &= \sqrt{0.809 \times 0.513} \\
 &= \sqrt{0.415017} \\
 &= 0.644
 \end{aligned}
 \tag{1}$$

### 3.4.2. Coefficient of Determination (R<sup>2</sup>)

The coefficient of determination (R<sup>2</sup>) measures the proportion of variance in endogenous constructs explained by exogenous variables. The results are presented in Table 6. The R<sup>2</sup> value for job satisfaction is 0.159, meaning that 15.9% of the variance in job satisfaction is explained by financial compensation and workload. The remaining 84.1% is influenced by other variables not included in this study. The R<sup>2</sup> value for turnover intention is 0.189, indicating that 18.9% of the variance in turnover intention is explained by financial compensation, workload, and job satisfaction, while 81.1% is attributable to other unexamined factors. Based on established criteria (0.67 = strong; 0.33 = moderate; 0.19 = weak), both R<sup>2</sup> values fall within the weak explanatory category.

Table 6. Coefficient of Determination (R<sup>2</sup>)

Construct	R <sup>2</sup>	Percentage (%)
Job Satisfaction	0.159	15.9
Turnover Intention	0.189	18.9

### 3.4.3. Effect Size (f<sup>2</sup>)

The effect size (f<sup>2</sup>) assesses the individual contribution of each exogenous construct to the R<sup>2</sup> value of endogenous constructs. The results are shown in Table

Table 9. Direct Effects (Path Coefficients)

Relationship	Path Coefficient (β)	T-Statistics	P-Value	Result
Financial Compensation → Turnover Intention	-0.198	2.871	0.002	Negative, Significant
Workload → Turnover Intention	0.470	5.570	0.000	Positive, Significant
Financial Compensation → Job Satisfaction	0.436	4.444	0.000	Positive, Significant
Workload → Job Satisfaction	-0.131	2.151	0.016	Negative, Significant
Job Satisfaction → Turnover Intention	-0.094	2.129	0.017	Negative, Significant

### 3.4.6. Interpretation of Hypotheses

- Financial compensation has a negative and significant effect on turnover intention (β = -0.198; p < 0.05), supporting H1.
- Workload has a positive and significant effect on turnover intention (β = 0.470; p < 0.05), supporting H2.
- Financial compensation positively and significantly affects job satisfaction (β = 0.436; p < 0.05), supporting H3.
- Workload negatively and significantly affects job satisfaction (β = -0.131; p < 0.05), supporting H4.

7. The strongest effect size is observed in the relationship between workload and turnover intention (f<sup>2</sup> = 0.210), categorized as moderate. The weakest effect is found in the relationship between job satisfaction and turnover intention (f<sup>2</sup> = 0.009). The overall average effect size of 0.088 indicates that, collectively, the model demonstrates a weak substantive effect.

Table 7. Effect Size (f<sup>2</sup>)

Relationship	f <sup>2</sup>	Category
Financial Compensation → Turnover Intention	0.021	Weak
Workload → Turnover Intention	0.210	Moderate
Job Satisfaction → Turnover Intention	0.009	Weak
Financial Compensation → Job Satisfaction	0.187	Moderate
Workload → Job Satisfaction	0.017	Weak
Average f <sup>2</sup>	0.088	Weak

### 3.4.4. Predictive Relevance (Q<sup>2</sup>)

Predictive relevance (Q<sup>2</sup>) was assessed using the blindfolding procedure. A Q<sup>2</sup> value greater than zero indicates that the model has predictive relevance. The results are presented in Table 8. The Q<sup>2</sup> value for job satisfaction is 0.119, while turnover intention has a Q<sup>2</sup> value of 0.134. Since both values are greater than zero, the endogenous constructs in this study demonstrate acceptable predictive relevance.

Table 8. Predictive Relevance (Q<sup>2</sup>)

Construct	SSO	SSE	Q <sup>2</sup>
Workload	1050.000	1050.000	-
Job Satisfaction	1050.000	661.228	0.119
Financial Compensation	1260.000	1260.000	-
Turnover Intention	1050.000	686.995	0.134

### 3.4.5. Direct Effects (Hypothesis Testing)

Hypothesis testing was conducted using bootstrapping procedures. The results are summarized in Table 9.

- Job satisfaction negatively and significantly affects turnover intention (β = -0.094; p < 0.05), supporting H5.

Overall, all proposed hypotheses are supported. The findings indicate that higher financial compensation reduces turnover intention and enhances job satisfaction, whereas higher workload increases turnover intention and reduces job satisfaction. Furthermore, job satisfaction plays a significant role in decreasing employees' intention to leave the organization.

### 3.5. Discussion

#### 3.5.1. The Effect of Financial Compensation on Turnover Intention

The bootstrapping results using Partial Least Squares (PLS) indicate that financial compensation has a negative and significant effect on turnover intention. This is evidenced by the negative original sample value ( $\beta = -0.198$ ), a t-statistic greater than the critical value ( $2.871 > 1.64$ ), and a p-value below 0.05 ( $0.002 < 0.05$ ). These findings confirm that financial compensation plays a critical role in reducing employees' intention to leave the organization.

Among the indicators of financial compensation, salary emerged as the most dominant component. Meanwhile, increased absenteeism was identified as the strongest indicator of turnover intention. This suggests that when employees perceive their salary as adequate and aligned with their needs and contributions, withdrawal behaviors such as absenteeism tend to decline. Adequate compensation fosters a sense of fairness and appreciation, which strengthens employees' attachment to the organization.

These findings align with the Job Demands–Resources (JD-R) theory, which conceptualizes financial compensation as a job resource. Job resources help employees manage work demands and buffer the negative impact of job stressors. When adequate financial rewards are provided, employees experience reduced stress and improved psychological stability, which in turn lowers withdrawal behaviors and turnover intention. Therefore, compensation functions not only as financial fulfillment but also as a stress-regulating mechanism that maintains work-life balance.

Consistent with previous research low compensation is often perceived as inequitable relative to employee contributions, thereby increasing withdrawal tendencies [35]. Overall, this study highlights that optimizing compensation policies particularly salary structures can serve as an effective strategy to retain productive employees and minimize early signs of turnover.

#### 3.5.2. The Effect of Workload on Turnover Intention

The analysis reveals that workload has a positive and significant effect on turnover intention ( $\beta = 0.470$ ;  $t = 5.570$ ;  $p < 0.001$ ). This indicates that higher workload levels significantly increase employees' intention to leave the organization.

The most influential workload indicator was work targets, while increased absenteeism remained the strongest manifestation of turnover intention. When employees perceive work targets as unrealistic or disproportionate to their capacity, absenteeism tends to rise as a coping mechanism. Excessive workload generates physical and psychological exhaustion, which

gradually intensifies withdrawal behavior and ultimately strengthens the intention to resign.

From the perspective of the JD-R theory, workload represents a job demand. When job demands exceed employees' capabilities and are not balanced by sufficient job resources, stress and burnout are likely to occur. Persistent exposure to excessive demands encourages withdrawal behaviors as a self-protective response. In the long term, such conditions foster turnover intention.

These findings are consistent with prior studies which demonstrate that increased workload especially following workforce reductions places additional pressure on remaining employees and elevates their intention to leave [21]. Therefore, organizations must ensure proportional workload distribution, realistic target setting, and periodic workload evaluations to prevent employee burnout and turnover escalation.

#### 3.5.3. The Effect of Financial Compensation on Job Satisfaction

The results show that financial compensation has a positive and significant effect on job satisfaction ( $\beta = 0.436$ ;  $t = 4.444$ ;  $p < 0.001$ ). This indicates that improved financial compensation enhances employees' satisfaction with their jobs. Salary once again emerged as the most influential compensation indicator, while satisfaction with the work itself was the dominant component of job satisfaction. When employees perceive that their salary is commensurate with their responsibilities and efforts, they are more likely to develop positive feelings toward their job. Adequate compensation fosters a perception of balance between job demands and rewards received, thereby strengthening overall job satisfaction.

Within the JD-R framework, financial compensation serves as a job resource that enhances motivation and engagement. Sufficient resources enable employees to view their work more positively and experience greater intrinsic satisfaction. These findings are in line with previous research who argue that fair compensation increases emotional attachment and comfort within the organization [36]. Thus, compensation policies that are fair, proportional, and aligned with employees' needs contribute significantly to strengthening job satisfaction and sustaining employee engagement.

#### 3.5.4. The Effect of Workload on Job Satisfaction

The analysis indicates that workload has a negative and significant effect on job satisfaction ( $\beta = -0.131$ ;  $t = 2.151$ ;  $p = 0.016$ ). This suggests that higher workload levels reduce employees' job satisfaction. Work targets were again the most dominant workload indicator, while satisfaction with the job itself remained the strongest job satisfaction component. When work targets are aligned with employees' competencies and available time, satisfaction levels increase. Conversely, unrealistic

targets create excessive pressure, reduce perceived competence, and diminish satisfaction.

According to the JD-R theory, workload as a job demand may reduce employee well-being when it surpasses manageable limits. Moderate and balanced job demands, however, can foster positive work experiences. When workload remains within reasonable boundaries, employees are better able to manage tasks effectively, leading to increased feelings of accomplishment and satisfaction. These findings corroborate previous research who found that excessive workload negatively impacts job satisfaction [31]. Therefore, organizations should continuously evaluate workload structures particularly during production changes or workforce adjustments to maintain equilibrium between job demands and employee capacity.

### 3.5.5. The Effect of Job Satisfaction on Turnover Intention

The results demonstrate that job satisfaction has a negative and significant effect on turnover intention ( $\beta = -0.094$ ;  $t = 2.129$ ;  $p = 0.017$ ). This indicates that higher job satisfaction reduces employees' intention to leave. Satisfaction with the job itself was identified as the strongest satisfaction indicator, while increased absenteeism remained the primary signal of turnover intention. When employees feel that their work aligns with their interests and competencies, and provides meaningful challenges and growth opportunities, their desire to remain in the organization strengthens. Conversely, dissatisfaction triggers withdrawal behaviors that may gradually evolve into turnover intention.

Within the JD-R framework, job satisfaction can be conceptualized as an outcome of adequate job resources. High satisfaction enhances intrinsic motivation and organizational commitment, which suppress withdrawal behaviors. Conversely, insufficient resources combined with high demands reduce motivation and increase turnover tendencies. This finding aligns with previous research who emphasize that satisfied employees are more committed and less likely to leave [37]. Consequently, improving job design, fostering a supportive work environment, and providing clear career development opportunities are essential organizational strategies to reduce turnover intention.

## 4. Conclusion

This study aimed to examine employees' intention to stay or leave by analyzing the interplay between financial compensation, workload, and job satisfaction within an integrated framework. The findings confirm that financial compensation significantly reduces turnover intention and enhances job satisfaction. Salary emerged as the most influential indicator, indicating that adequate and fair financial rewards function not only as economic fulfillment but also as a strategic

organizational resource that fosters stability and reduces withdrawal behaviors such as absenteeism. Conversely, workload was found to significantly increase turnover intention and decrease job satisfaction. Work targets were identified as the dominant workload indicator, suggesting that unrealistic or excessive demands may trigger stress, fatigue, and withdrawal tendencies. These results highlight the importance of maintaining a proportional balance between job demands and employees' capacities to prevent burnout and retention risks. Furthermore, job satisfaction significantly reduces turnover intention. Employees who experience satisfaction particularly satisfaction with the work itself demonstrate lower tendencies to leave the organization. This finding reinforces the role of intrinsic motivation and positive work experiences in strengthening employee retention. Overall, the results support the Job Demands Resources framework, emphasizing that adequate job resources (financial compensation and satisfaction) buffer the negative effects of job demands (workload). The study contributes theoretically by clarifying the dynamic relationships among these variables and offers practical implications for organizations to optimize compensation policies, manage workload effectively, and enhance job satisfaction to sustain employee retention and organizational performance.

## References

- [1] Laila, N. S., & Khan, R. B. F. (2024). The Influence of Employer Branding and Social Media on Generation Z's Job Application Intentions with the Mediating role of Company Reputation. *SINERGI: Jurnal Ilmiah Ilmu Manajemen*, 14(1), 51–60. <https://doi.org/10.25139/sng.v14i1.8387>
- [2] Waworuntu, D. U., Lopian, S. L. H. V. J., & Pandowo, M. (2022). The Effect of Job Satisfaction and Organizational Commitment on Turnover Intention at BETA BERLIAN MANADO. *Jurnal EMBA: Jurnal Riset Ekonomi, Manajemen, Bisnis Dan Akuntansi*, 10(3), 643–651. <https://doi.org/10.35794/emba.v10i3.42301>
- [3] Soeling, P. D., Ajeng Arsanti, S. D., & Indriati, F. (2022). Organizational reputation: Does it mediate the effect of employer brand attractiveness on intention to apply in Indonesia? *Heliyon*, 8(4). <https://doi.org/10.1016/j.heliyon.2022.e09208>
- [4] Puspitasari, S. A., Iryanti, E., & Rosyanti, D. M. (2025). Pengaruh Kompensasi Terhadap Turnover Intention dengan Kepuasan Kerja Sebagai Variabel Intervening pada PT. Asta Jawa Dwipa Surabaya. *Al-Kharaj: Jurnal Ekonomi, Keuangan & Bisnis Syariah*, 7(1), 264–275. <https://doi.org/10.47467/alkharaj.v7i1.5077>
- [5] Anthonysamy, L., Tan, C. N.-L., Lim, O. W., & Zainal, Z. (2025). The Mediating Effect of Organizational Prestige on Extrinsic Rewards and Employee Retention. *Sage Open*, 15(2), 21582440251330006. <https://doi.org/10.1177/21582440251330006>
- [6] Yonatan, A. Z. (2024, September 24). *Ingin Resign, 52% Pekerja Indonesia Sedang Cari Pekerjaan Baru*. GoodStats Data. Retrieved from <https://data.goodstats.id/statistic/ingin-resign-52-pekerja-indonesia-sedang-cari-pekerjaan-baru-zynGr>
- [7] Yaqin, A. A., & Indradewa, R. (2025). The Effect of Compensation, Workload, and Work Life Balance on Turnover

- Intention. *Jurnal Ilmiah Manajemen Kesatuan*, 13(4), 2279–2292. <https://doi.org/10.37641/jimkes.v13i4.3437>
- [8] Daud, I., & Afifah, N. (2021). The Mediating Role of Job Satisfaction in the Relationship between Compensation and Work Environment on Performance. *GATR Journal*, 6(2), 110–116. [https://doi.org/10.35609/jmmr.2021.6.2\(2\)](https://doi.org/10.35609/jmmr.2021.6.2(2))
- [9] Wijono, W. W., Sitorus, R. P., Utama, A., & Abhipraya, F. A. (2025). The Effect of Compensation on Turnover Intention Across Generations X, Y, and Z: Evidence from PT ASN. *Tarbawi: Jurnal Keilmuan Manajemen Pendidikan*, 11(01), 31–46. <https://doi.org/10.32678/tarbawi.v11i01.11036>
- [10] Malik, M. H. A., & Musah, A. A. (2025). Financial compensation, non-financial benefits, and the mediating role of job satisfaction in turnover intention among Malaysian millennial construction professionals. *International Journal of Advanced and Applied Sciences*, 12(2), 191–204. <https://doi.org/10.21833/ijaas.2025.02.021>
- [11] Handi, H., & Safitri, W. (2023). Pengaruh Reputasi Perusahaan, E-Recruitment, Dan Kompensasi Terhadap Minat Melamar Kerja Di Kabupaten Bekasi. *JAMBURA: Jurnal Ilmiah Manajemen dan Bisnis*, 6(1), 210–218. <https://doi.org/10.37479/jimb.v6i1.19333>
- [12] Madison, M., & Hawari, Y. (2023). Pengaruh Kompensasi terhadap Turnover Intention Pegawai PT Goodyear Indonesia TBK Bogor. *Jurnal Manajemen Diversitas*, 3(1), 77–94. <https://doi.org/10.65378/manajemendiversitas.v3i1.91>
- [13] Ramadani, T. I., & Suryalena, S. (2024). Pengaruh Kompensasi Finansial dan Work Life Balance Terhadap Turnover Intention Karyawan Pada PT. Tri Bakti Sarimas Kabupaten Kuantan Singingi. *eCo-Buss*, 7(2), 1010–1024. <https://doi.org/10.32877/eb.v7i2.1605>
- [14] Sofiati, S., & Deslitasari, A. R. (2022). Turnover Intention Karyawan: Apakah Kepemimpinan dan Kompensasi Penyebabnya? (Studi Kasus pada CV. Ansor Group Kotagede) di Masa Pandemi Covid-19. *Jupeko (Jurnal Pendidikan Ekonomi)*, 7(2), 47–62. <https://doi.org/10.29100/jupeko.v7i2.3549>
- [15] Wibowo, A. W., & Andriani, J. (2025). Pengaruh Beban Kerja dan Stres Kerja terhadap Turnover Intention pada Karyawan Operasional PT. Sumber Trijaya Lestari Area Kota Tangerang. *Jurnal Ilmiah Swara Manajemen (Swara Mahasiswa Manajemen)*, 5(2), 397–408. <https://doi.org/10.32493/jism.v5i2.48968>
- [16] Lestari, S., & Lestari, T. (2025). Pengaruh Beban Kerja dan Kompensasi Terhadap Turnover Intention Karyawan PT Mukti Indo Utama. *Jurnal Manajemen Ekonomi Dan Akuntansi*, 1(2), 32–40. <https://doi.org/10.63921/jmaeka.v1i2.11>
- [17] Maulana, I., Mediawati, A. S., & Permana, E. (2020). Beban Kerja Mental, Fisik dan Waktu Perawat di Poli RSUD dr. Slamet Garut. *Jurnal Kesehatan Kusuma Husada*, 161–168. <https://doi.org/10.34035/jk.v1i2.441>
- [18] Hermingsih, A., & Purwanti, D. (2020). Pengaruh Kompensasi dan Beban Kerja terhadap Kepuasan Kerja dengan Motivasi Kerja sebagai Variabel Pemoderasi. *Jurnal Dimensi*, 9(3), 574–597. <https://doi.org/10.33373/dms.v9i3.2734>
- [19] Wibowo, A., Setiawan, M., & Yuniarinto, A. (2021). The Effect of Workloads on Turnover Intention with Work Stress as Mediation and Social Support as Moderated Variables. *Jurnal Aplikasi Manajemen*, 19(2), 404–412. <https://doi.org/10.21776/ub.jam.2021.019.02.16>
- [20] Hartati, M., Jalil, M., & Subroto, S. (2022). Pengaruh Beban Kerja dan Lingkungan Kerja terhadap Kinerja. *Multiplier: Jurnal Magister Manajemen*, 4(1), 19–28. <https://doi.org/10.24905/mlt.v4i1.58>
- [21] Bogar, R., Sambul, S. A. P., & Rumawas, W. (2021). Pengaruh Beban Kerja dan Komitmen Organisasional terhadap Turnover Intention pada PT. Batavia Prosperindo Finance Tbk-Manado. *Productivity*, 2(4), 342–347.
- [22] Putri, A. R., & Waskito, M. (2021). Pengaruh Kompensasi dan Kepuasan Kerja terhadap Turnover Intention pada Karyawan Office PT Cipta Nugraha Contrindo. *Kinerja*, 4(02), 261–272. <https://doi.org/10.34005/kinerja.v4i02.1799>
- [23] Rambli, A., Pio, R. J., & Rumawas, W. (2020). Kepemimpinan dan Kepuasan Kerja Kaitannya dengan Turnover Intention. *Productivity*, 1(3), 222–227.
- [24] Puhakka, I. J. A., Nokelainen, P., & Pylväs, L. (2021). Learning or Leaving? Individual and Environmental Factors Related to Job Satisfaction and Turnover Intention. *Vocations and Learning*, 14(3), 481–510. <https://doi.org/10.1007/s12186-021-09275-3>
- [25] Suwistingtyas, F., Herawati, J., & Septyarini, E. (2022). Analisis Pengaruh Kepuasan Kerja terhadap Turnover Intentions dengan Komitmen Organisasi sebagai Variabel Mediasi pada Karyawan Hotel Grand Rohan Jogja. *Jurnal Ilmu Manajemen Saburai (JIMS)*, 8(1), 67–80. <https://doi.org/10.24967/jmb.v8i1.1608>
- [26] Fitriana, R. N. (2023). Pengaruh beban kerja terhadap turnover intention dengan kepuasan kerja sebagai variabel intervening pada karyawan PT Seng Fong Moulding Perkasa Jombang [Undergraduate, UIN Sunan Ampel Surabaya]. <http://digilib.uinsa.ac.id/62512/>
- [27] Ningtyas, A. P. A., Purnomo, S. H., & Aswar, A. (2020). Pengaruh Kepuasan Kerja terhadap Turnover Intention dengan Komitmen Organisasi sebagai Variabel Intervening. *E-Jurnal Manajemen*, 9(4), 1634–1655. <https://doi.org/10.24843/EJMUNUD.2020.v09.i04.p20>
- [28] Faridah, F., Gustini, G., Salehan, S., & Efendi, R. (2022). The Turnover Intention Influenced by Job Satisfaction and Organizational Commitment. *International Journal of Social Science Research and Review*, 5(5), 334–340. <https://doi.org/10.47814/ijssrr.v5i5.335>
- [29] Julianto, M. K., H. W. N. S., M. B. B., & Indarto, B. P. (2025). Pengaruh Kompensasi Finansial dan Kopensasi Non Finansial terhadap Kepuasan Kerja Karyawan. *Pendekar: Jurnal Pendidikan Berkarakter*, 3(4), 24–30. <https://doi.org/10.51903/1168>
- [30] Kumalasari, P., & Efendi, S. (2022). Pengaruh kompensasi, lingkungan kerja, dan kepemimpinan terhadap kinerja karyawan melalui kepuasan kerja sebagai variabel intervening pada dinas pemadam kebakaran kota Depok. *Fair Value: Jurnal Ilmiah Akuntansi dan Keuangan*, 4(7), 2719–2732.
- [31] Uma, A. T., & Swasti, I. K. (2024). Pengaruh Beban Kerja dan Lingkungan Kerja Terhadap Kinerja Karyawan Melalui Kepuasan Kerja pada PT. X. *Ekonomis: Journal of Economics and Business*, 8(1), 181–193. <https://doi.org/10.33087/ekonomis.v8i1.1295>
- [32] Jasmin, M., Ridwan, & Asbara, N. W. (2023). Pengaruh Beban Kerja dan Lingkungan Kerja terhadap Kepuasan Kerja Karyawan pada PT Malatunrung Rezkindo. *Jurnal Malomo: Manajemen Dan Akuntansi*, 1(3), 338–348.
- [33] Hair, J. F., Hult, G. T. M., Ringle, C. M., Sarstedt, M., Danks, N. P., & Ray, S. (2021). An Introduction to Structural Equation Modeling. In J. F. Hair Jr., G. T. M. Hult, C. M. Ringle, M. Sarstedt, N. P. Danks, & S. Ray (Eds.), *Partial Least Squares Structural Equation Modeling (PLS-SEM) Using R: A Workbook* (pp. 1–29). Springer International Publishing. [https://doi.org/10.1007/978-3-030-80519-7\\_1](https://doi.org/10.1007/978-3-030-80519-7_1)

- [34] Ghozali, I. (2014). *Structural Equation Modeling Metode Alternatif dengan Partial Least Squares (PLS) (IV)*. Badan Penerbit Universitas Diponegoro.
- [35] Pamungkas, R. A., & Sudiro, A. (2024). Pengaruh Work Life Balance Dan Kompensasi Terhadap Turnover Intention Karyawan Generasi Milenial. *Jurnal Kewirausahaan Dan Inovasi*, 3(4), 1034–1044. <https://doi.org/10.21776/jki.2024.03.4.09>
- [36] Yannizar, Y., Afrizon, E., & Adi, Z. (2025). Pengaruh Konflik Peran dan Kompensasi Finansial terhadap Kepuasan Kerja Pegawai. *Jurnal Ekobistek*, 14(1), 77–84. <https://doi.org/10.35134/ekobistek.v14i1.934>
- [37] Suandita, I. K. E., Novarini, N. N. A., & Widyawati, S. R. (2025). Pengaruh Kepuasan Kerja, Beban Kerja, dan Stres Kerja terhadap Turnover Intention Karyawan pada Koperasi Kusuma Artha Sari Blahkiuh Badung. *EMAS*, 6(4), 767–778. <https://doi.org/10.36733/emas.v6i4.3828>