

## THE EFFECT OF WORKLOAD ON *TURNOVER INTENTION* THROUGH JOB SATISFACTION AT FASTFOOD X IN THE CITY OF MEDAN

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### Abstract

This study aims to determine the effect of Workload through Job Satisfaction on Turnover Intention at Fastfood X in Medan City. This type of research is an associative research with a quantitative approach. The data analysis technique uses a structural equation model (SEM) with the Smart PLS analysis tool version 3.0. The sample from this researcher is 80 employees of Fastfood X in Medan City. The data collection technique used in this study is a questionnaire. The results of the study showed that workload had a positive and significant effect on job satisfaction, but did not have a direct effect on turnover. Conversely, job satisfaction has a significant effect on turnover, and it was even found that job satisfaction can be a significant mediator in the relationship between workload and turnover. These findings confirm the importance of organizational management to pay attention to the distribution of workloads and factors that affect job satisfaction in order to control turnover rates.

**Keywords:** *workload, job satisfaction, turnover, SEM-PLS, employees*

### Introduction

Significant changes in the food and beverage industry in Indonesia, exacerbated by the COVID-19 pandemic and global economic uncertainty, can increase employee workloads and potentially trigger turnover intentions (Budiarti & Prayetno, 2024). This suggests that high workloads, which include heavy task demands, hectic schedules, and large responsibilities, can lead to work stress, which in turn increases employees' desire to leave their jobs (Santoso & Putri, 2025). In addition, the performance of affected companies, as analyzed by Syaula et al. (2025), can drive efficiency measures that further burden employees (Gunawan & Andani, 2020). Thus, it is important to understand that in addition to workload, factors such as job satisfaction, organizational commitment, leadership, and work environment also play an important role in influencing turnover intention (Yuliani & Abdi, 2023). Therefore, companies need to manage workloads well, increase job satisfaction, offer flexibility, provide competitive compensation, facilitate employee growth, and create a positive work environment to reduce turnover intention and retain qualified employees. In this context, human resources play an important role in all life processes in a company, supported by quality human resources, both from physical and mental aspects (Melky, 2015). Human resources are the determining factor to achieve goals effectively and efficiently (Sidharta & Margaretha, 2011). Therefore, companies must be able to manage and pay attention to human resources as best as possible (Waspodo, Handayani, & Paramita, 2013). In line with this, researchers conducted interviews with several employees to find out why they left or did not feel at home, and the results showed that working time is the main cause of stress in the workplace. Thus, long work schedules and night shifts can affect employee health and contribute to turnover intention (Ningsih & Arsanti, 2014; Kumar & Yacob, 2012). Furthermore, employees are generally often faced with various situations that can cause problems, such as excessive loads. This leads to the inability of employees to meet demands at work, which can ultimately lead to burnout at work. Thus, employees who feel an excessive workload often experience heavy stress and responsibility (Bettini et al., 2017). Workload is a number of activities that must be completed by employees within a certain period of time (Firdaus et al., 2020). In this context, the workload that employees bear can vary, depending on the type of work they do. Therefore, the high and low workload is highly

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dependent on the procedures, demands, and responsibilities of the work undertaken, which will ultimately affect the speed at which employees complete their workload (Kurniawan et al., 2016). Job dissatisfaction can occur if the workload borne is high enough, and every organization should take care of employees so that they stay in the organization and do not want to leave (Oktariana & Hidayat, 2017). In this regard, previous research has shown that workload has an effect on turnover intention (Liu & Lo, 2018; Xiaoming et al., 2014). Furthermore, job satisfaction is the most influential factor in lowering the level of employees' tendency and decision to leave. Therefore, to reduce turnover intention, it is important for companies to manage a good and conducive work climate in work activities (Fitria, 2014). Thus, employee satisfaction is an important factor in influencing turnover intention. Previous research has also shown that job satisfaction has a positive and significant effect on turnover intention (Hasin, 2007; Raddaha, 2012; Setiyanto, 2017). Based on the above background description, the researcher is interested in conducting a study on "The Effect of Workload on Turnover Intention through Employee Satisfaction as an Interverting Variable in Fastfood X Medan City."

## Literatur Review

### Workload

Workload According to Gawron (2019), the definition of workload is as follows: "*Workload has been defined as a set of task demands, as effort, and as activity or accomplishment*" which means that workload is a set of task demands, as an effort, and as an activity or achievement. Meanwhile, according to Schultz et al. (2022), he said about the workload, namely "*Work overload is too much to perform in the time available or work that is too difficult for the employee to perform*" which means that the workload is too much to do a job in the available time or to do work that is not easy for the workers. In addition, according to the Minister of Labor (2020), workload is a number of activities that must be completed by an organization or holder of a position in a certain time. Then the measurement of work in it means a technique to obtain information about the efficiency and effectiveness of the work of the position holder which is carried out systematically. According to Murti (2013), workload is a set or number of activities that must be completed by an organizational unit or office holder within a certain period of time. Workload indicators include:

1. Continuous improvement in work
2. Improving the quality of work results
3. Attitude towards employees
4. Basic substance understanding of work
5. Work ethic
6. Behavior When working
7. Complete challenging tasks
8. The physical condition of the workplace, and attitude towards time

### Turnover Intention

According to Siagian (2012), turnover intention is defined as a person's desire to leave the organization where he works. Putrianti, et al (2014) provide the definition of turnover intention as the level or intensity of the desire to leave the company, there are many reasons that cause this turnover intention and among them is the desire to get a better job". This opinion is also relatively the same as the opinion expressed earlier, that the intention of turnover is basically the desire to leave or leave the company. The desire to move is the tendency or intention of an employee to stop working or move from his own job voluntarily according to his own choice (Permatasari, 2012). Furthermore, according to Wijaya (2010), defining the desire to change jobs is the movement of organizational employees across boundaries or out of an organization. There are many factors that make individuals have the desire to move. These factors include job satisfaction, organizational commitment, trust in the organization, job insecurity and work motivation (Muchinsky et al, 2001). According to (Harnoto and Sahro, 2016) intentions are characterized by various things related to employee behavior, including:

1. Increased attendance
2. Panicles start to work
3. Increase in violations of work order
4. Increased protests against superiors
5. Positive behavior that is different from usual

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## Employee Satisfaction

According to Robbins & Judge (2011) Job satisfaction can be achieved when employee expectations can be met by a company and the factors that measure job satisfaction consist of the nature of the job, salary, promotion opportunities and co-workers. Job satisfaction determines the attitude and feelings that individuals have about work so that positive and pleasant actions towards work indicate the possibility of job satisfaction (Al-Farsi et al., 2017). From the various definitions above of job satisfaction, it can be concluded that job satisfaction is an attitude of each individual that describes the emotional attitude of happiness or positivity of an individual himself related to his work and from the achievement of a job. Rosita and Yunianti (2016) stated that job satisfaction is a positive emotional state obtained from the results of evaluating one's work experience. Employee dissatisfaction can arise when expectations do not match the accepted reality. The dimension of job satisfaction consists of job satisfaction, salary, recognition, the relationship between the supervisor and the workforce and the overall to the job. The indicators of job satisfaction according to Hasibuan (2017) are as follows:

1. Feeling good
2. Love work

## Research Methods

This type of research uses a quantitative approach. According to Sugiyono (2019), the quantitative method is a method based on the philosophy of positivism that aims to describe and test the hypothesis made by the researcher. This research was conducted at Fastfood X in Medan City. According to Hair *et al.* (2010), suggests that the number of samples should be at least 5-10 times the number of statement items. The total statements in this study are 16 statements, so the sample size of this study:  $16 \times 5 = 80$  respondents. According to (Abdillah and Jogiyanto, 2019; Ghazali, 2018) to test the validity and suitability of the model, *Loading Factor*, *Average Variance Extracted (AVE)* and *Composite Reliability* were used. The data analysis technique used the Structural Equation Modeling (SEM) method to test the hypothesis in this study.

## Results and Discussion

### Respondent Identity Results

Table 1 Respondents by Gender

Yes	Gender	Percentage
1	Man	45 People
2	Woman	35 People
	Total	80 People

Based on table 1. It shows that out of a total of 80 respondents, 45 people are men and 35 people are women. This shows that there are more male respondents than women, with a difference of 10 people. This proportion illustrates that the majority of respondents in this study are men, around 56.25% of the total respondents, while women reach 43.75%.

Table 2. Respondents by Age

No	Age	Percentage
1	19 – 23 Years	21 Orang
2	24 – 28 Years	14 Orang
3	29 – 34 Years	11 Orang
4	35 – 39 Years	14 Orang
5	40 – 43 Years	13 Orang
6	44 – 45 Years	5 Orang
7	46 – 49 Years	2 Orang
	Total	80 Orang

Based on table 2. showed that the age range of respondents varied quite a bit, ranging from 19 to 49 years old. The largest age group was 19–23 years old with 21 people (26.25%), followed by the age group of 24–28 years and 35–39

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years old which amounted to 14 people (17.5%) each. While the least group was 46–49 years old with 2 people (2.5%). These results show that most of the respondents are in the young and productive age group, which is between 19–39 years old. This indicates that respondents are dominated by a workforce that is still in the early or mid-career stage.

Table 3. Respondents Based on Length of Employment

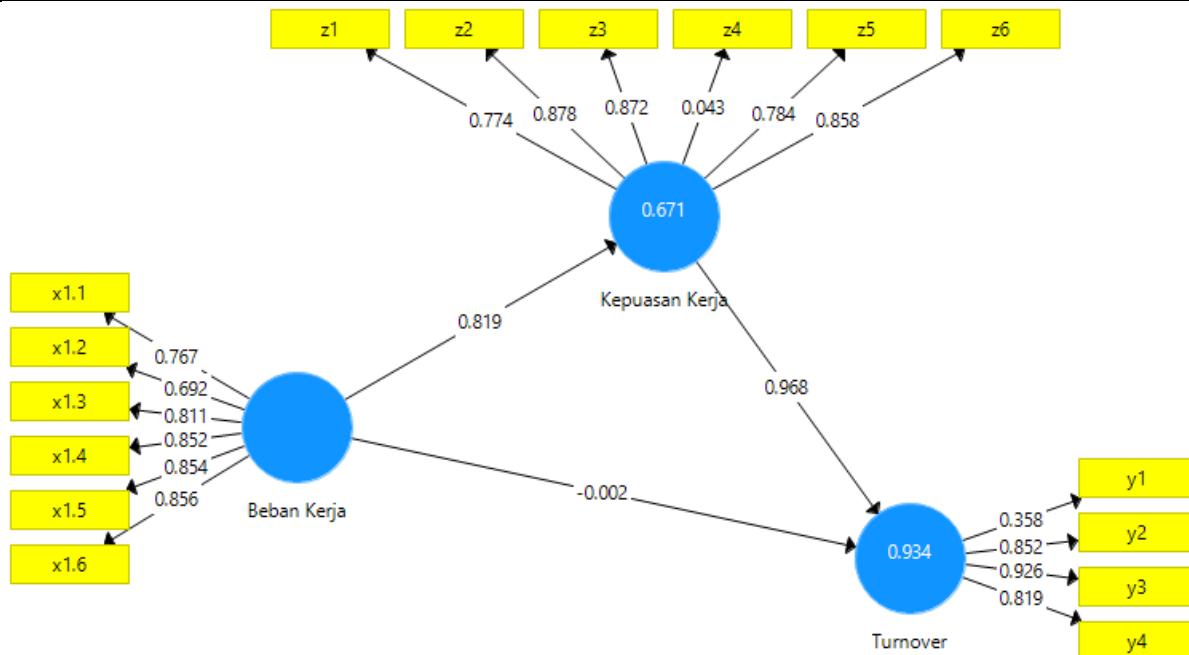
No	Long Time Working	Percentage
1	3 Months	6 Orang
2	6 Months	4 Orang
3	1 Year	19 Orang
4	3 Years	17 Orang
5	4 Years	20 Orang
6	5 Years	8 Orang
7	7 Years	6 Orang
	Total	80 Orang

Based on table 3, it shows that most of the respondents have between 1 and 4 years of work experience. The group with a working period of 4 years occupied the largest number, namely 20 people (25%), followed by 1 year (23.75%) and 3 years (21.25%). Only a small percentage of respondents had only worked for 3–6 months or more than 7 years. These results show that the majority of respondents already have enough work experience to understand the characteristics of their work environment and duties, but have not worked for a very long time (above 5 years).

## Results and Discussion

### Evaluation of the Outer Model (*Measurement Model*): Testing Validity and Reliability

Convergent validity is part of the measurement model in SEM-PLS, which is commonly called the outer model, while in covariance-based SEM it is known as confirmatory factor analysis (CFA) (Mahfud and Ratmono, 2013). A measurement model is said to meet the convergence validity if it has a loading value above 0.7 and is statistically significant with a  $p <$  value of 0.05 (Hair et al. in Mahfud and Ratmono, 2013). However, for newly developed questionnaires, the loading value often does not reach the ideal number, so loading between 0.40–0.70 can still be considered to be maintained (Mahfud and Ratmono, 2013). Indicators with loads below 0.40 should be removed, while indicators with loads between 0.40–0.70 need to be further analyzed based on their effect on average variance extracted (AVE) and composite reliability. If the elimination of the indicator can increase the value of AVE and composite reliability to exceed the minimum limit of 0.50 and 0.70, respectively, then the indicator can be removed (Mahfud and Ratmono, 2013). In addition, the decision to remove the indicator must also consider its contribution to the validity of the construct content, because some indicators with low loading can still be maintained in order to maintain the integrity of the construct's meaning.



Gambar 1 Measurement Model

Tabel 4 Measurement Model

Construct	Measurement Items	Loading Factor	Average Variance Extracted (AVE)	Composite Reliability	Cronbach's Alpha
Workload	W1	0.767	0.652	0.918	0.892
	W2	0.692			
	W3	0.811			
	W4	0.852			
	W5	0.854			
	W6	0.856			
Job Satisfaction	JS1	0.774	0.580	0.876	0.814
	JS2	0.878			
	JS3	0.872			
	JS4	0.043			
	JS5	0.784			
	JS6	0.858			
Turnover	T1	0.358	0.596	0.844	0.748
	T2	0.852			
	T3	0.926			
	T4	0.819			

As shown in Table 4, all item loading score above 0.60 is accepted. However, the JS4 & T1 loading factor values were discarded because they did not meet the criteria and were re-analyzed.

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Tabel 5 Measurement Final Model

Construct	Measurement Items	Loading Factor	Average Variance Extracted (AVE)	Composite Reliability	Cronbach's Alpha
Workload	W1	0.767	0.652	0.918	0.892
	W2	0.692			
	W3	0.811			
	W4	0.852			
	W5	0.854			
	W6	0.856			
Job Satisfaction	JS1	0.774	0.580	0.876	0.814
	JS2	0.878			
	JS3	0.872			
	JS5	0.784			
	JS6	0.858			
Turnover	T2	0.852	0.596	0.844	0.748
	T3	0.926			
	T4	0.819			

As shown in Table 5, all item loading factor scores above 0.60 are accepted. The average extraction variance (AVE) score and Composite Reality were above the critical values of 0.50 and 0.70 for all constructions, ensuring the convergent validity of the Study (Fornell & Larcker, 1981; Mahfud and Ratmono, 2013).

### Bootstrapping

After testing validity and reliability, then hypothesis testing was carried out to test the significance of direct and indirect influences. Table 4.3 presents the results of hypothesis testing based on SmartPLS software to determine the direct and indirect influences. Table 4.3 presents the results of the path coefficient as well as the significance test of direct and indirect influences.

Table 6 Boost raping

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ( O/STDEV )	P Values
Direct Effect					
Job Satisfaction-> Turnover	0.968	0.973	0.046	21.141	0.000
Workload-> Job Satisfaction	0.819	0.823	0.043	19.170	0.000
Workload-> Turnover	-0.002	-0.009	0.056	0.036	0.972
Indirect Effect					
Workload-> Job Satisfaction-> Turnover	0.793	0.801	0.048	16.493	0.000

Based on the results in Table 3, the results were obtained:

1. Job Satisfaction had a positive effect on Turnover, with a path coefficient value, 0.968 (original sample), and significant with a P-Values value of  $0.000 < 0.05$
2. Workload has a positive effect on Job Satisfaction, with a path coefficient value, 0.819 (original sample), and significant with a P-Values value of  $0.000 < 0.05$

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3. Workload has a negative effect on Turnover, with a path coefficient value, -0.002 (original sample), and not significant with a P-Values value of  $0.972 > 0.05$
4. Job Satisfaction significantly mediated the relationship between Workload and Turnover, with P-Values of  $0.000 < 0.05$

## Coefficient of Determination (R2)

The coefficient of determination is a value that indicates how much an independent variable can explain its dependent variable. In the table, the results of the coefficient of determination value (r-square) are presented.

Table 4.4

R Square

	R Square	R Square Adjusted
Job Satisfaction	0.671	0.666
Turnover	0.934	0.932

Based on the results in Table 4.4:

1. It is known that the value of the determination coefficient (r-square) of Job Satisfaction is 0.671. This value can be interpreted as the influence of Workload on Job Satisfaction of 67.1%.
2. It is known that the value of the determination coefficient (r-square) of the Turnover is 0.934. This value can be interpreted as the effect of Workload and Job Satisfaction on Turnover of 93.4%.

## Job Satisfaction Affects Turn Over Intention

The results showed that job satisfaction had a positive and significant effect on turnover with a path coefficient value of 0.968 and a p-value of 0.000 ( $<0.05$ ). This means that the higher the level of job satisfaction felt, the higher the tendency of employees to commit turnover in the context of this study. Although these results differ from most studies that generally find a negative effect between job satisfaction and turnover (where high job satisfaction actually decreases turnover), this phenomenon can be explained through the specific context of the organization or certain external factors that occur during data collection, such as changes in organizational culture, reward systems, or new job opportunities that arise outside the company. A study by Tnay et al. (2013) states that the relationship between job satisfaction and turnover can be influenced by different dimensions of satisfaction as well as work environment factors, which may also be the case in this study. This concludes that the high or low job satisfaction in this study can be determined by the workload on turnover at the same time. The higher job satisfaction, the lower the employee's desire to do turnover intention, because one of the main ways to maintain so that they do not have the intention to quit the job they are facing so that they need to get attention from the company's management.

## The Effect of Workload on Job Satisfaction

The next results showed that workload had a positive and significant effect on job satisfaction, with a path coefficient of 0.819 and a p-value of 0.000 ( $<0.05$ ). This shows that an increase in workload, in some situations, can actually increase job satisfaction, thus indicating a positive perception of job challenges or self-development opportunities. Any increase in workload that employees feel has the potential to lower job satisfaction levels wide open. The lower the workload, the higher job satisfaction, so the results of this research are necessary for the Company to distribute the workload fairly, professionally and in accordance with the employee's abilities so that the level of employee job satisfaction increases. Some employees experience a fairly heavy workload that has an impact on perceived lack of job satisfaction. Like the pressure given by superiors, the number of targets and tasks that must be completed on time is felt by employees so that it is necessary to get attention from the Company's management.

## The Effect of Workload on Turn Over Intention

The results of the study showed that the workload did not have a significant direct effect on turnover (path coefficient -0.002; p-value  $0.972 > 0.05$ ), meaning that the amount of workload did not necessarily make employees want to leave the organization. These results are in line with previous research that found that the impact of workload on turnover tends to be indirect, but rather mediated by other factors such as job satisfaction and job stress. The high demands of the job make employees want to get out of the work environment, this situation makes employees disloyal to the

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Company which results in high turnover intention (Robbins & Judge, 2013). According to Pradana and Salehudin (2015), Xiaoming et al (2014) conducted a study on the relationship between workload and turnover intention showing that high workload affects the high level of employee turnover. Workload is a work demand that must be completed by employees in an organization, a high workload will increase employees' intention to leave the organization (Wefald et al, 2008). Based on this description, it can be concluded that workload has a significant positive effect on turnover intention in fast food x Medan City.

## The Effect of Workload on Turnover Intention through Job Satisfaction

Based on the results of the mediation test, it was shown that job satisfaction significantly mediated the relationship between workload and turnover, with a p-value of 0.000 (<0.05). This reinforces the finding that the impact of workload on turnover is more predominantly felt through its effect on job satisfaction, rather than directly. Research by Karatepe (2013) also explains that job satisfaction plays an important role as a mediating variable between work stress factors (such as workload) and turnover intention. Thus, it is important for organizations to manage employee workloads in order to maintain job satisfaction and indirectly reduce turnover. The results of research conducted by Perdana and Salehudin (2015) stated that workload affects turnover intention. High turnover intention is certainly possible by many causes, in this study it is said that the cause is because respondents who are classified as aged from 21 years to 30 years old (50% of the total employees) compared to employees of other ages. Job satisfaction is something that makes an employee feel positive. In this study, job satisfaction affects turnover intention. Based on these results, the employees of fast food x Medan city feel quite satisfied with their work. There are several characteristics of work carried out by employees, wages received from the Company, promotional opportunities provided by the Company to employees, supervision provided by superiors and relationships with colleagues.

## CONCLUSION

Based on the results of this study, management needs to focus attention on workload management and efforts to increase employee job satisfaction. The findings show that increasing job satisfaction can actually increase turnover in certain contexts, so it is necessary to conduct an in-depth evaluation of the factors that shape job satisfaction and employee expectations, such as reward systems, career development opportunities, and open communication. Organizations must ensure the creation of an adaptive work environment and implement relevant retention strategies so that job satisfaction does not lead to increased employee intent, for example by adjusting self-development programs, performance recognition, and other supporting facilities. In addition, the results showed that workload had a significant effect on job satisfaction, but did not have a direct effect on turnover, while the mediation of job satisfaction strongly determined the relationship between workload and turnover. The managerial implications that can be taken are the need for management to arrange a proportionate division of tasks and according to capacity, as well as regularly monitor the workload of employees in order to increase job satisfaction. By providing a clear job description, paying attention to workload balance, and providing constructive feedback, organizations can create a healthy work climate that is oriented towards long-term employee retention.

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