
**INFLUENCE BURDEN WORK AND COMPENSATION THE RELATIONSHIP
OF THE DESIRED TO CHANGE JOBS WITH JOB SATISFACTION AS AN
INTERVENING VARIABLE IN BEAUTY ADVISORS AZZURA
PT. INDOSAKTI MEDAN****Amelia Koto¹, Lenny Menara Sari Saragih²**

Program Studi Manajemen, Universitas IBBI Medan, Program Studi Magister Manajemen Universitas IBBI

Email: kotoamelia5@gmail.com, menarasaragih@gmail.com²

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Abstract

This study aims to determine the effect of workload and compensation on turnover intention with job satisfaction as an intervening variable. The research method used is quantitative, with questionnaires as the data collection instrument. Data analysis was carried out using path analysis, t-test, determination test, and Sobel test. The research sample consisted of Beauty Advisor employees at Azzura PT. Indosakti Medan. The results of the study show that workload has a positive and significant effect on job satisfaction, as well as a positive and significant effect on turnover intention. Compensation has a positive but insignificant effect on job satisfaction, but a negative and significant effect on turnover intention. Job satisfaction is proven to have a negative and significant effect on turnover intention. The Sobel test results indicate that job satisfaction is not able to serve as an intervening variable in the effect of workload and compensation on turnover intention.

Keywords: Workload, Compensation, Job Satisfaction, Turnover Intention

INTRODUCTION

Human resources are a key asset that determines a company's success in achieving its goals. However, one major challenge frequently faced is high employee turnover, the rate of employee turnover within a given period. This phenomenon has a negative impact, resulting in financial and operational losses due to the costs of recruiting, training, and adapting new employees (Sutanto & Gunawan, 2013). According to Cahyaningrum (2018), turnover intention, or the desire to change jobs, is a crucial phenomenon that requires attention because it directly impacts organizational stability. Similarly, Azizaturrahma et al. (2020) noted that high turnover creates a hostile work environment and increases human resource costs. In the cosmetics industry, Beauty Advisors (BAs) play a vital role as the company's spearhead, interacting directly with consumers, providing consultations, and driving product sales (Allison et al., 2016). One rapidly growing brand is Azzura cosmetics, produced by PT. Lion Wings since 2019, whose marketing relies heavily on the performance of BAs.

However, observations at PT. Indosakti Medan indicate high turnover at BA Azzura. During 2024, 129 employees left and 116 joined, with an average annual turnover rate of 10.76%, exceeding the normal limit of 10% (Setiawan & Brian, 2013). This situation indicates a problem with employee retention, one of which is related to job satisfaction. Job satisfaction is influenced by various factors such as compensation and workload (Danfar, 2009). Burden Work Which excessive can cause stress And saturation, while unfair compensation triggers dissatisfaction and encourages the intention to leave the company (Robbins in Safitri & Gunaningrat, 2022). At BA Azzura, the high workload is evident from the physical and mental demands such as standing for long periods, high sales targets. high, as well as the contract status Uncertainty. Furthermore, the compensation system also creates dissatisfaction due to salary disparities between regions and uniform sales targets without regard for market potential. This discrepancy reinforces perceptions of unfairness and decreases employee loyalty.

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According to Wibowo (2016), fair and competitive compensation includes salary, incentives, and benefits that can increase motivation and reduce turnover intention. However, at BA Azzura, limited facilities and minimal additional compensation worsen perceptions of workplace well-being. This condition shows that high turnover among BA Azzura is potentially caused by excessive workload and inadequate compensation, which in turn ultimately reducing job satisfaction. Based on this description, the researcher is interested in conducting a study entitled: "The Effect of Workload and Compensation on the Intention to Turn Over Work with Job Satisfaction as an Intervening Variable (Studies Case at the Beauty Advisor for Azzura Products at PT. Indosakti Medan).

STUDY THEORY

Turnover Intention

According to Mathis and Jackson (2012), turnover is defined as the process by which an employee leaves an organization and needs to be immediately replaced by a new employee. Meanwhile, intention describes the drive or desire that arises from within an individual to perform a specific action. According to Supriadi et al. (2021), there are three indicators of turnover intention:

1. Intention For leave (intention to quit)
2. Search work (job search)
3. Think about For stop (thinking of quitting)

Burden Work

Workload can be defined as a collection of tasks or activities that require employees to expend considerable time, energy, mental capacity, and physical strength to complete them successfully (Tubbs-Cooley et al., 2018). According to Munandar (2014), the dimensions and indicators of workload include:

1. Physical Load
2. Burden Mental
3. Burden Time

Compensation

Compensation is all forms of income received by employees, whether in cash or in kind, directly or indirectly, as a reward for their contributions to the company. Compensation is given in the form of money. means reward the paid in form a number of Money cash to employee

Which concerned (Hasibuan, 2016). According to Simamora (2015), indicator compensation can be seen through several main components as follows:

1. Wages And Wages
2. Incentive
3. Allowance
4. Facility

Satisfaction Work

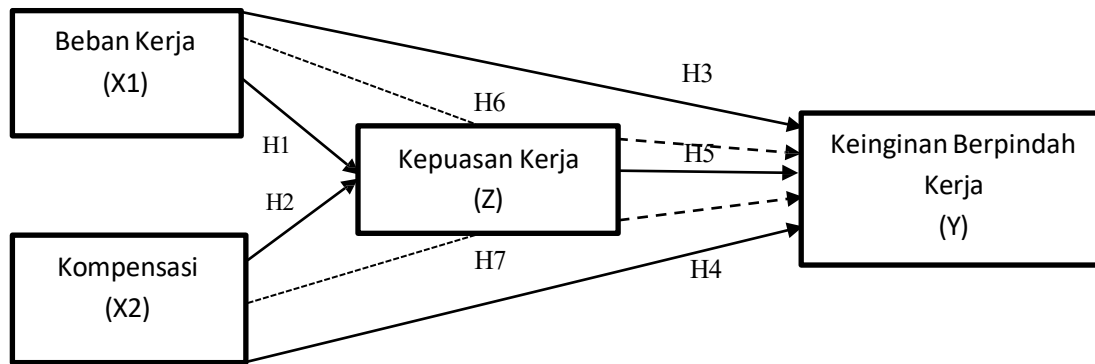
Job satisfaction is an employee's positive attitude towards their work which is influenced by the work environment, relationships with coworkers, and the rewards received (Sutrisno, 2016). According to Mangkunegara (2011) job satisfaction indicators include:

1. Psychological Conditions
2. Social Conditions
3. Physical Condition
4. Development Personal

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Conceptual Framework



Picture 1. Framework Conceptual

Hypothesis

Based on framework theory Which has described, so hypothesis in study This is formulated as follows:

- H1: Burden Work influential to satisfaction Work on Beauty Advisor Azzura PT. Indosakti Medan.
- H2: Compensation influential to satisfaction Work on Beauty Advisor Azzura PT. Indosakti Medan.
- H3: Load Work influential to desire move Work (turnover intention) at Beauty Advisor Azzura PT. Indosakti Medan.
- H4: Compensation influential to desire move Work on Beauty Advisor Azzura PT. Indosakti Medan.
- H5: Satisfaction Work influential to desire move Work on Beauty Advisor Azzura PT. Indosakti Medan.
- H6: Load Work influential to desire move Work through satisfaction work as an intervening variable at Beauty Advisor Azzura PT. Indosakti Medan.
- H7 : Compensation influential to desire move Work through satisfaction work as an intervening variable at Beauty Advisor Azzura PT. Indosakti Medan.

METHOD STUDY

This research uses a quantitative method, namely a method used to research a specific population or sample by collecting data through research instruments in the form of questionnaires and statistical data analysis to test the hypothesis has been determined (Sugiyono, 2017). The population in this study was all 77 Beauty Advisors of Azzura PT. Indosakti Medan, and because the number was less than 100, a saturated sampling method was used, so that the entire population was used as a research sample (Arikunto, 2017). Research data were obtained from primary data through questionnaires and secondary data in the form of company reports, books, and supporting articles. The data analysis technique used path analysis with the help of SPSS version 26.0 to test the effect of workload (X1) and compensation (X2) on turnover intentions (Y) with job satisfaction (Z) as an intervening variable.

RESULTS AND DISCUSSION

Path Analysis

Table 1. Analysis Track (Equality I)

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	5,21	1,65		3,15	.00
	Burden Work	.99	.06	.85	14,64	.00
	Compensation	.07	.03	.11	1,99	.05

a. Dependent Variable: Satisfaction Work

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Table on obtained equality analysis track that is:

$$Z = a + b_1 X_1 + b_2 X_2 + e$$

$$Z = 5,219 + 0,991 X_1 + 0,077 X_2 + e$$

The interpretation is:

1. The constant (5.219) means that if Workload and Compensation are 0, then Job Satisfaction is 5.219.
2. The Workload Coefficient (0.991) shows that every one unit increase in Workload will increase Job Satisfaction by 0.991, with fixed Compensation.
3. The Compensation Coefficient (0.077) shows that every one unit increase in Compensation will increase Job Satisfaction by 0.077, with a constant Workload .

Table 2. Analysis Track (Equality II)

Model		Coefficients ^a				
		Unstandardized Coefficients		Standardized Coefficients		Sig.
		B	Std. Error	Beta	t	
1	(Constant)	13,032	1,469		8,870	.000
	Burden Work	.845	.111	1,024	7,589	.000
	Compensation	-.083	.031	-.174	-2,499	.013
	Satisfaction Work	-.209	.091	-.294	-2,151	.033

a. Dependent Variable: Desire Moving Work

Source : Results Study, 2025 (Data Processed)

Table on obtained equality regression linear multiple that is:

$$Y = a + b_1 X_1 + b_2 X_2 + b_3 Z + e$$

$$Y = 13.032 + 0.845 X_1 - 0.083 X_2 - 0.209 Z + e$$

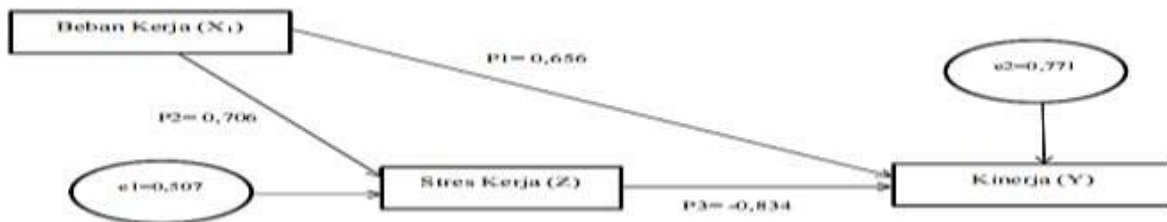
The interpretation is:

1. The constant (13.032) shows that if Workload, Compensation, and Job Satisfaction have a value of 0, then the Intention to Change Jobs is 13.032.
2. The Workload Coefficient (0.845) means that every one unit increase in Workload will increase the Desire to Change Jobs by 0.845, with Compensation and Job Satisfaction remaining constant.
3. The Compensation Coefficient (-0.083) means that every one unit increase in Compensation will reduce the Intention to Change Jobs by 0.083, with Workload and Job Satisfaction remaining constant.
4. The Job Satisfaction Coefficient (-0.209) means that every one unit increase in Job Satisfaction will reduce the Intention to Change Jobs by 0.209, with the Workload and Compensation remaining the same.

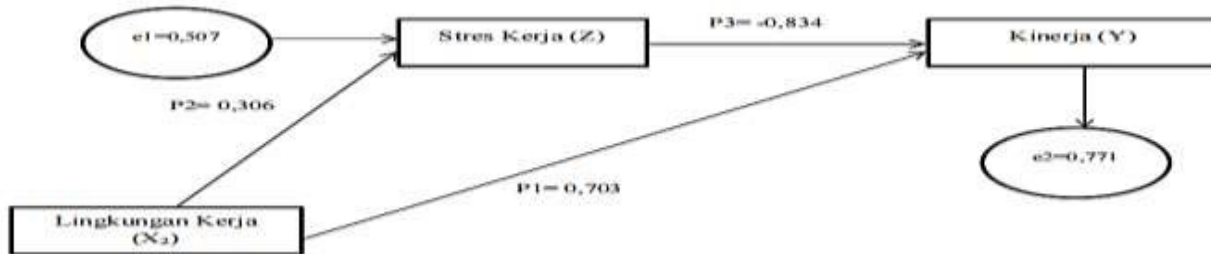
The value of e1 is found using the formula $e1 = \sqrt{(1-0.743)} = 0.507$ and the value of e2 is found using the formula $e2 = \sqrt{(1-0.405)} = 0.771$. The values of P1, P2 , and P3 are found from the Standardized Beta Coefficients in the path analysis table in equation I and equation II.

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Picture 2. Model Structure Path Analysis I



Picture 3. Model Structure Path Analysis II

Test Partial (Test t)

Table 3. Test t (Equation I)

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	5,214	1,653		3,151	.003
	Burden Work	.991	.061	.854	14,649	.000
	Compensation	.071	.031	.110	1,990	.050

a. Dependent Variable: Satisfaction Work

Source : Results Study, 2025 (Data Processed)

Based on test t partial Equality I on, can seen that :

1. Burden Work influential positive And significant to Satisfaction Work (thitung 14,649 > ttable 1.666; sig. 0.000 < 0.05) .
2. Compensation influential positive And significant to Satisfaction Work (thitung 1,990 > table 1.666; sig. 0.050 = 0.05) .

Table 4. Test t (Equation II)

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	13,031	1,465		8,871	.000
	Burden Work	.841	.111	1,021	7,589	.000
	Compensation	-.081	.031	-.171	-2,491	.011
	Satisfaction Work	-.201	.091	-.291	-2,151	.031

a. Dependent Variable: Desire Moving Work

Source : Results Study, 2025 (Data Processed)

Based on test t partial Equation II on, can seen that :

1. Burden Work influential positive And significant to Desire Moving Work (t count 7.589 > t table 1.666; sig.

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- 0.000 < 0.05).
- 2. Compensation influential negative And significant to Desire Moving Work (t count -2.499 > -1.666; sig. 0.015 < 0.05).
- 3. Job satisfaction has a negative and significant effect on the desire to change jobs (t count -2.157 > -1.666; sig. 0.000 < 0.05).

Results Coefficient Determination (R²)

Table 5. Results Efficiency Determination (Equality I)

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.865 ^a	.748	.742	2.8688

a. Predictors: (Constant), Compensation, Burden Work

Source : Results Study, 2025 (Data Processed)

Based on the table, the Adjusted R Square value of 0.742 shows that Workload and Compensation together are able to explain 74.2% of the variation. Job Satisfaction, while the remaining 25.8% is influenced by other factors outside this research, such as career level and organizational culture.

Table 6. Results Efficiency Determination (Equality II)

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.811 ^a	.658	.644	2.3915

a. Predictors: (Constant), Satisfaction Work, Compensation, Burden Work

Source : Results Study, 2025 (Data Processed)

Based on the table, the Adjusted R Square value of 0.644 shows that Workload, Compensation, and Job Satisfaction simultaneously are able to explain 64.4% of the variation in Job Turnover Intention, while 35.6% The rest is influenced by other factors outside this research, such as career level and organizational culture.

Sobel test

Table 7. Results Test Sobel Use Calculation for the Sobel Test

Variables	Standardized	Std. Error	Test Statistics	Std. Error	P- Value
Burden Work on Job Satisfaction	0.991 (a)	0.068 (S _a)	-2.13146978	0.09717192	0.03305046
Job satisfaction on the desire to change jobs	- 0.209 (b)	0.097 (S _b)			
Compensation for Job Satisfaction	0.077 (a)	0.039 (S _a)	-1.4556515	0.01105553	0.14548898
Job satisfaction on the desire to change jobs	-0.209 (b)	0.097 (S _b)			

Source : Results Study, 2025 (Data Processed)

Based on the table above, the statistical test value for the influence of workload on desire Moving Work through Satisfaction Work is -2,131 < -1.96 with p-value 0.033 < 0.05 , and for Compensation for the Desire to Change Jobs through Job Satisfaction of -1,455 > -1.96 with p-value 0.145 > 0.05. With thus, Hypothesis 6 And 7 rejected, which means that Job Satisfaction does not play a role as an intervening variable in the relationship between Workload and Compensation on the Intention to Change Jobs in Beauty Advisor

Discussion

Burden Work to Satisfaction Work

A balanced workload that is appropriate to employee abilities can increase job satisfaction. Employees feel valued, motivated, and more responsible when work is distributed fairly. These results support the theory of Robbins & Judge (2017) and research by Sari (2022), which states that a balanced workload proportionally creates satisfaction and a positive work atmosphere.

Compensation to Satisfaction Work

Fair and appropriate compensation can increase employee job satisfaction. Appropriate salaries, benefits, and incentives make employees feel valued and more enthusiastic about their work. This finding aligns with Hasibuan's (2019) view and research by Rananda Sahputra & Dihan (2024), which emphasizes that compensation is a crucial factor in creating job satisfaction.

Burden Work to Desire Changing Jobs

Excessive workload encourages employees to change jobs because it causes pressure, stress, and is not comfortable. Employees who feel burdened tend to look for other, more suitable jobs. These results support Munandar's (2014) opinion and research by Putri & Santoso (2022), which states that a high workload increases the desire to change jobs.

Compensation to Desire Moving Work

Good compensation can reduce the desire to leave. When the rewards received are appropriate and fair, employees feel secure and are more likely to stay in the job. Conversely, inadequate compensation encourages employees to seek other job opportunities. These findings align with Hasibuan's (2019) theory and research by Rananda Sahputra & Dihan (2024).

Satisfaction Work to Desire Changing Jobs

Employees who are satisfied with their jobs tend to have high loyalty and do not want to leave. Job satisfaction creates comfort, motivation, and loyalty towards the company. Conversely, dissatisfaction leads to a desire to look for another job. These results align with Herzberg's theory and research by Putra & Prasetyo (2021).

Satisfaction Work as Intervening between Burden Work And Desire Moving Work

Job satisfaction does not act as a mediator in the relationship between workload and turnover intention. This means that workload directly influences turnover intention without going through job satisfaction. Other factors such as stress, social support, or organizational culture are likely more influential. This is in line with research by Hidayat & Nugroho (2023).

Satisfaction Work as Intervening between Compensation And Desire Changing Jobs

Job satisfaction also does not act as a mediator between compensation and turnover intentions. The effect of compensation on turnover decisions is direct. Employees view compensation as a form of reward that directly influences their decisions. They stay or leave. This result is in accordance with Rivai & Sagala (2014) and research by Ardiansyah (2018).

CONCLUSION

Based on the analysis and discussion, it can be concluded that workload has a positive and significant effect on job satisfaction, meaning that better workload management and distribution will increase employee job satisfaction. Compensation also has a positive and significant effect on job satisfaction, indicating that a fair and appropriate compensation system can foster job satisfaction. Meanwhile, workload has a positive and significant effect on employee desire to change work, which means the more heavy burden work which is felt, the more there is also a greater tendency for

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employees to look for other jobs. Conversely, compensation has a negative and significant effect on the desire to change jobs, indicating that the better the compensation received, the less likely employees are to change jobs. In addition, job satisfaction has also been shown to have a negative and significant effect on desire move work, which signify that satisfaction Work Which tall able to suppress employee intentions to leave the company. However, job satisfaction does not act as an intervening variable in the relationship between workload and compensation on turnover intentions, so the influence of both is direct without job satisfaction as an intermediary.

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