

The Effect of Workload and Compensation on Turnover Intention Through Job Satisfaction As a Mediating Variable at PT Aerofood ACS Denpasar

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Abstract. This study aims to analyze the effect of workload and compensation on turnover intention, with job satisfaction serving as a mediating variable. The research was conducted at PT Aerofood ACS Denpasar, a company engaged in catering services, involving a total of 150 employees. The sample size was determined using a non-probability sampling technique with a quota sampling approach to ensure representativeness of the respondents. Data collection was carried out through a structured questionnaire distributed via Google Forms, consisting of 25 measurement items based on a 5-point Likert scale ranging from strongly disagree to strongly agree. This quantitative research design employed both descriptive analysis and inferential statistical testing through Structural Equation Modeling–Partial Least Squares (SEM-PLS) using SmartPLS 4.0 software. The results of the analysis indicate that workload has a negative and significant influence on job satisfaction, suggesting that higher workload levels tend to reduce employees' satisfaction with their jobs. On the other hand, compensation demonstrates a positive and significant influence on job satisfaction, indicating that adequate and fair compensation can enhance employees' feelings of fulfillment and fairness within the organization. Furthermore, job satisfaction is found to have a negative and significant effect on turnover intention, meaning that employees who are more satisfied with their jobs are less likely to develop intentions to leave the company. The mediating test reveals that job satisfaction plays a crucial role in bridging the relationship between workload and turnover intention, as well as between compensation and turnover intention. Specifically, job satisfaction partially mediates the negative impact of workload on turnover intention and the positive impact of compensation on turnover intention. Overall, this research highlights the importance of managing workload effectively and providing fair compensation as strategic efforts to enhance job satisfaction and reduce employees' tendency to leave the organization.

Keywords: Compensation; Job Satisfaction; Mediating Variable; Turnover Intention; Workload

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1. Introduction

Human resources (HR) are considered a vital and strategic component in ensuring the operational performance of an organization. Effective HR management not only involves recruitment and training but also focuses on retaining employees to ensure their loyalty and motivation (Armstrong, 2020). According to Mathis and Jackson (2019), proper HR development and management represent a long-term investment that significantly contributes to achieving organizational goals.

The growing intention of employees to voluntarily leave their jobs, or what is referred to as turnover intention, has become a critical issue in HR management. High turnover intention can reduce productivity and increase recruitment and training costs (Pertiwi et al., 2024). Robbins and Judge (2017) note that factors such as heavy workloads, inadequate compensation, and low job satisfaction are key contributors to turnover intention. According to Simamora (2021), turnover is considered high if it exceeds 10% per year, moderate if it ranges from 5% to 10%, and low if below 5% per year.

In practice, employee intention to resign has become a major challenge in various industries, including at PT Aerofood Indonesia Denpasar Unit. PT Aerofood ACS Indonesia Denpasar Unit is a business entity specializing in international-standard airline catering

services and is part of the Garuda Indonesia Group. With over 49 years of experience, the company has maintained its reputation as a premium service provider emphasizing top-quality standards. However, rapid business growth has posed significant challenges in employee retention, particularly due to high turnover intention.

According to Human Capital data from PT Aerofood ACS Denpasar, employee turnover has been increasing annually due to internal factors such as excessive workloads, insufficient compensation, and below-average job satisfaction. External factors, such as more attractive job opportunities at other companies, also contribute to employees' intention to leave.

In general, the average monthly turnover rate in 2024 was 1.62%, which translates to approximately 19.44% annually well above the normal threshold of 10% per year (Simamora, 2021) thus indicating a high turnover rate.

By January 2025, the number of employees on leave and sick leave increased to 87 and 224 respectively, while the number of vacation leave slightly decreased to 232. In February 2025, the figures declined to 48 employees on leave, 176 sick, and 201 on vacation leave.

Based on the employee attendance data of PT Aerofood ACS Denpasar, a pattern of attendance was identified that requires further attention. The combination of high turnover and absenteeism has made it increasingly difficult for PT Aerofood ACS Denpasar to maintain workforce stability. If not addressed promptly, the company may struggle to retain high-quality employees, ultimately affecting service quality and business success. To validate and clarify employee job satisfaction, the researcher conducted a pre-survey with 50 randomly selected employees from various departments. The number of respondents was based on the guidelines provided by Sugiyono (2018), who suggests that 30 to 50 respondents are sufficient for a pre-survey. Therefore, 50 respondents were considered representative for an initial assessment of the research variables. Referring to the findings of a preliminary survey conducted on 50 employees of PT Aerofood ACS Denpasar, it was indicated that the majority of them experienced dissatisfaction with the compensation system and workload they received, and also expressed a desire to seek new employment opportunities.

High workload is often linked to increased psychological stress and reduced job satisfaction, as evidenced in previous studies. According to Apriyanto and Haryono (2020), employees' perception of workload imbalance can diminish job satisfaction directly or indirectly, thereby increasing turnover intention. Similar findings were reported by Pandia et al. (2024), indicating that job satisfaction mediates the relationship between workload and turnover intention. Sembiring and Widodo (2023) also found a positive correlation between workload intensity and turnover intention, suggesting that higher workloads tend to drive employees to leave the organization.

Conversely, compensation plays a key role in fostering employee loyalty and job satisfaction. Employees often feel dissatisfied when the rewards provided by the company are not commensurate with their contributions. According to Ramlah et al. (2021), the relationship between compensation and turnover intention is mediated by job satisfaction, where compensation has a significantly negative effect on turnover intention. Agustine and Nawangsari (2020) similarly found that fair and proportional compensation contributes to higher job satisfaction and lower turnover intention, both directly and through mediation. Anwar et al. (2023) further assert that adequate compensation significantly reduces turnover intention by increasing job satisfaction, contributing to greater employee stability.

Job satisfaction also serves as a bridge linking various aspects of the work environment to employees' resignation tendencies. Specifically, Novel and Marchyta (2021) examined how workload indirectly affects turnover intention through job satisfaction. Their findings indicate that higher job satisfaction is associated with lower turnover intention, supporting a negative relationship between the two variables. Rizky et al. (2021) also found that job satisfaction plays a significant mediating role in the indirect effect of workload on turnover intention.

Additional studies also underscore the importance of job satisfaction as a mediator. Zulfa and Azizah (2020) found that although compensation and non-physical work environments do not directly affect turnover, job satisfaction can act as a mediator in reducing turnover intention. Similarly, Agustine and Nawangsari (2020) argue that in the relationship between compensation, workload, and turnover intention, job satisfaction has a significant

mediating effect. This highlights the critical role of job satisfaction in understanding how workload and compensation influence employees' decisions to stay or resign.

Although workload and compensation were not directly included in their research model, Rijasawitri and Suana (2020) found that job satisfaction significantly affects employees' desire to change jobs, reinforcing its impact even in the absence of other variables.

Based on the aforementioned problems, observations, and relevant previous studies, this research was conducted to further explore "The Effect of Workload and Compensation on Turnover Intention through Job Satisfaction as a Mediating Variable at PT Aerofood ACS Denpasar." The study aims to investigate the influence of workload and compensation on employee turnover intention at PT Aerofood ACS Denpasar through job satisfaction as a mediating variable. The findings are expected to provide valuable insights to the company for developing strategies to reduce turnover intention and improve employee job satisfaction.

2. Method

This research adopts a quantitative approach using non-probability sampling with quota sampling techniques to examine the effect of workload and compensation on turnover intention, mediated by job satisfaction. The study population consists of all employees of PT Aerofood ACS Denpasar (728 individuals), with a selected sample of 150 employees (approximately 20.6% of the population), distributed proportionally across departments. Data collection involved questionnaires using a Likert scale, direct field observations, and company documentation such as profiles and organizational structures (Sugiyono, 2019; Arikunto, 2016).

The variables in this study include workload and compensation as independent variables, turnover intention as the dependent variable, and job satisfaction as the mediating variable. Each variable was measured using several indicators adapted from previous research. For instance, workload was assessed through job conditions and time use, while compensation included both direct and indirect benefits. Job satisfaction and turnover intention were measured through aspects such as salary, promotion, supervision, and intent to leave (Koesomowidjojo, 2017; Pandari, 2021; Puspita, 2020).

Data analysis was conducted using descriptive and inferential statistical methods with the aid of SmartPLS 4.0 software. The measurement model (outer model) was evaluated through convergent validity, discriminant validity, and reliability tests using loading factors, AVE, Cronbach's Alpha, and Composite Reliability. Meanwhile, the structural model (inner model) was assessed using R-Square values, Goodness of Fit (GoF), and path coefficient testing via bootstrapping to determine the significance of relationships between variables. This approach was chosen due to its suitability for handling complex models and small sample sizes without requiring data to be normally distributed (Sholihin & Rarmono, 2021; Sarstedt et al., 2020; Sakaria et al., 2023).

3. Results And Discussion

A. Partial Least Square(PLS)

a.) Measurement Model (outer model)

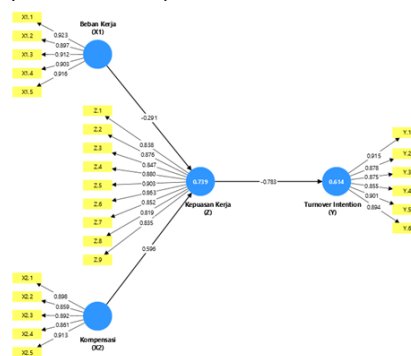


Figure 1. PLS Model Estimation Results (Algorithm)

Source: Primary data (processed by researchers)

b.) Convergent Validity Test**Table 1.** Outer Loading

Variables	Item	Outer Loading	Information
Workload (X1)	X1.1	0.923	Valid
	X1.2	0.916	Valid
	X1.3	0.912	Valid
	X1.4	0.903	Valid
	X1.5	0.897	Valid
Compensation (X2)	X2.1	0.898	Valid
	X2.2	0.859	Valid
	X2.3	0.892	Valid
	X2.4	0.861	Valid
	X2.5	0.913	Valid
Turnover Intention (Y)	Y.1	0.915	Valid
	Y.2	0.878	Valid
	Y.3	0.875	Valid
	Y.4	0.855	Valid
	Y.5	0.901	Valid
Job satisfaction (Z)	Y.6	0.894	Valid
	Z.1	0.838	Valid
	Z.2	0.876	Valid
	Z.3	0.847	Valid
	Z.4	0.880	Valid
	Z.5	0.903	Valid
	Z.6	0.863	Valid
	Z.7	0.852	Valid
	Z.8	0.819	Valid
	Z.9	0.835	Valid

Source: Primary data (processed by researchers)

Convergent validity is not only determined by the outer loading value but can also be assessed through the AVE value. As shown in the table below, each variable has an AVE value above 0.50, indicating that each construct within that variable is valid.

Table 2. Average Variance Extracted (AVE)

Variables	Average Variance Extracted (AVE)
X1 Workload	0.829
X2 Compensation	0.783
Y Turnover Intention	0.786
Z Job satisfaction	0.735

Source: Primary data (processed by researchers)

c.) Discriminant Validity Test**Table 3.** Cross Loading

	X1	X2	Y	Z
X1.1	0.923	-0.789	0.754	-0.746
X1.2	0.897	-0.790	0.746	-0.758
X1.3	0.912	-0.782	0.753	-0.713
X1.4	0.903	-0.775	0.741	-0.714
X1.5	0.916	-0.802	0.763	-0.736
X2.1	-0.760	0.898	-0.719	0.729
X2.2	-0.774	0.859	-0.708	0.780
X2.3	-0.759	0.892	-0.726	0.742
X2.4	-0.761	0.861	-0.735	0.707
X2.5	-0.774	0.913	-0.777	0.785
Y.1	0.757	-0.741	0.915	-0.689
Y.2	0.726	-0.722	0.878	-0.667
Y.3	0.733	-0.743	0.875	-0.721
Y.4	0.724	-0.724	0.855	-0.648
Y.5	0.739	-0.722	0.901	-0.721

Y.6	0.715	-0.756	0.894	-0.715
Z.1	-0.700	0.734	-0.660	0.838
Z.2	-0.745	0.760	-0.731	0.876
Z.3	-0.730	0.741	-0.697	0.847
Z.4	-0.685	0.750	-0.657	0.880
Z.5	-0.755	0.784	-0.749	0.903
Z.6	-0.712	0.750	-0.711	0.863
Z.7	-0.628	0.709	-0.631	0.852
Z.8	-0.617	0.623	-0.598	0.819
Z.9	-0.624	0.663	-0.583	0.835

Source: Primary data (processed by researchers)

The table shows that all the question constructs that make up each indicator and variable in this study (indicated by the values in bold) have met discriminant validity, as they have higher outer loading values for their own constructs compared to other constructs. Thus, all indicators in this study have met the requirements for discriminant validity.

d.) Reliability Test

Table 4. Cronbach's Alpha & Composite Reliability

Variables	Cronbach's Alpha	Composite Reliability
Workload	0.948	0.960
Compensation	0.931	0.948
Job satisfaction	0.955	0.961
Turnover Intention	0.945	0.957

Source: Primary data (processed by researchers)

Table 4 identifies that each construct has a Cronbach's Alpha and Composite Reliability value greater than 0.70, so the construct of each variable is declared reliable.

e.) Structural Model (Inner Model)

Internal modeling is another name for structural modeling. The purpose of this model is to determine how the variables in the study interact with each other.

a. R-Square Test (R²)

Table 5. R-Square

Variables	R-Square
Job satisfaction	0.739
Turnover Intention	0.614

Source: Primary data (processed by researchers)

Basically, this study uses Turnover Intention (Y) as a dependent variable which is then influenced by the variables Workload (X1) and Compensation (X2) through Job Satisfaction (Z) as a mediating variable.

Based on table 5, the R-Square value of the Job Satisfaction (Z) variable is 0.739. This figure indicates that the Workload (X1) and Compensation (X2) variables have an influence of 73.9% on the Job Satisfaction (Z) variable, while other variables not included in this study have an influence of 26.1% on Job Satisfaction (Z).

Meanwhile, the R-Square value of the Turnover Intention (Y) variable is 0.614. This figure indicates that indirectly the Workload (X1) and Compensation (X2) variables influence Turnover Intention (Y) through the Job Satisfaction (Z) variable by 61.4%, while other variables not included in this study influence Turnover Intention (Y) by 38.6%.

b. Goodness of Fit Test

The purpose of this test is to assess the overall fit between the outer and inner models. The GoF calculation is performed by multiplying the average AVE and the average R-Square, then taking the square root. The GoF values obtained are:

$$GoF = \sqrt{AVE \times R^2}$$

$$GoF = \sqrt{\frac{0,829 + 0,783 + 0,786 + 0,735}{4} \times \frac{0,739 + 0,614}{2}}$$

$$GoF = \sqrt{0,530}$$

$$GoF = 0,728$$

Based on the results of the GoF test, a value of 0.728 was obtained. It can be concluded that the feasibility level of the research model is 72.8%, which means it has a high feasibility level because it is above 0.36 or 36%.

f.) Research Hypothesis Test (Path Coefficient)

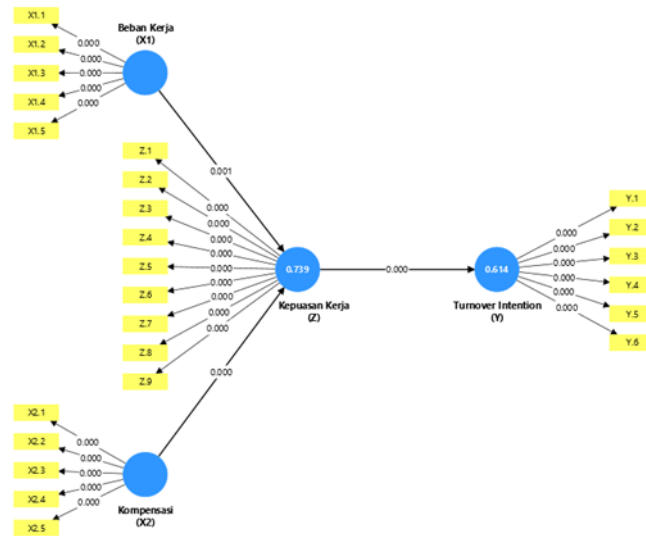


Figure 2. PLS Model Estimation Results (Bootstrapping)

Source: Primary data (processed by researchers)

Path Coefficient It is used to identify the relationship between independent and dependent variables. The path coefficient can also be used to determine whether the independent and dependent variables are related, as indicated by the coefficient of determination and the significance of the T-statistic. The requirement for evaluating and confirming a hypothesis is to use a probability of 0.05. If the P-value is less than 0.05, the hypothesis is accepted, and if it exceeds 0.05, the hypothesis is rejected. The following table shows the results of the structural model analysis.

Table 6. Path Coefficient

Hypothesis	Original Sample (O)	Standard Deviation (STDEV)	t-Statistics (O /STDEV)	P-values
H1	-0.291	0.084	3,443	0.001
H2	0.596	0.075	7,949	0.000
H3	-0.783	0.042	18,853	0.000
H4	0.228	0.068	3,348	0.001
H5	-0.467	0.065	7,229	0.000

Source: Primary data (processed by researchers)

g.) The Effect of Workload on Job Satisfaction (Hypothesis 1)

H1: There is a negative and significant effect of workload on job satisfaction.

Based on the resampling bootstrapping test, the path coefficient for the effect of workload on job satisfaction is -0.291, with a T-statistic of 3.443 and a P-value of 0.001. These results show that the t-value exceeds the t-table (1.662) and the P-value is less than 0.05, indicating a significant effect. The negative path coefficient (-0.291) implies that

workload has a negative impact on job satisfaction. Thus, Hypothesis 1, which states that workload has a negative and significant effect on job satisfaction, is accepted.

h.) The Effect of Compensation on Job Satisfaction (Hypothesis 2)

H2: There is a positive and significant effect of compensation on job satisfaction.

The bootstrapping test results indicate a path coefficient of 0.596, a T-statistic of 7.949, and a P-value of 0.000. These values confirm that the t-value exceeds the t-table and the P-value is below 0.05, showing a significant and positive effect of compensation on job satisfaction. Therefore, Hypothesis 2 is accepted.

i.) The Effect of Job Satisfaction on Turnover Intention (Hypothesis 3)

H3: There is a negative and significant effect of job satisfaction on turnover intention.

The path coefficient for this relationship is -0.783, with a T-statistic of 18.853 and a P-value of 0.001, indicating a significant negative effect. The higher the job satisfaction, the lower the employee's turnover intention. Thus, Hypothesis 3 is supported.

j.) The Effect of Workload on Turnover Intention through Job Satisfaction (Hypothesis 4)

H4: Job satisfaction mediates the relationship between workload and turnover intention.

The bootstrapping results yield a path coefficient of 0.228, a T-statistic of 3.348, and a P-value of 0.001. These indicate that job satisfaction significantly mediates the effect of workload on turnover intention. In other words, a higher workload leads to lower job satisfaction, which in turn increases turnover intention. Hence, Hypothesis 4 is accepted.

k.) The Effect of Compensation on Turnover Intention through Job Satisfaction (Hypothesis 5)

H5: Job satisfaction mediates the relationship between compensation and turnover intention.

The bootstrapping results show a path coefficient of -0.467, a T-statistic of 7.229, and a P-value of 0.000. This confirms a significant mediating effect. Adequate compensation increases job satisfaction, which in turn reduces turnover intention. Thus, Hypothesis 5 is supported.

4. Discussion of Research Findings

This study's findings are based on descriptive analysis and SEM-PLS modeling using a bootstrapping approach conducted through SmartPLS 4.0, with the following details:

A. The Effect of Workload on Job Satisfaction

The analysis shows that workload has a significant and negative impact on job satisfaction (P-value = 0.001; path coefficient = -0.291). This is supported by Apriyanto and Haryono (2020), who found that high workload pressure reduces comfort and satisfaction at work. Similarly, Agustine and Nawangsari (2020) reported that heavy workloads contribute to decreased job satisfaction due to stress and fatigue. Therefore, organizations must manage workloads proportionally, ensuring fair task distribution, adequate work time, and managerial support to maintain job satisfaction.

B. The Effect of Compensation on Job Satisfaction

The analysis reveals that compensation positively and significantly influences job satisfaction (P-value = 0.000; path coefficient = 0.596). According to Sembiring and Widodo (2023), fair compensation enhances loyalty and a sense of appreciation, leading to higher satisfaction. Agustine and Nawangsari (2020) echoed this finding. Companies must ensure their compensation systems are fair, transparent, and competitive to foster employee satisfaction.

C. The Effect of Job Satisfaction on Turnover Intention

Job satisfaction significantly and negatively affects turnover intention (P-value = 0.000; path coefficient = -0.783). Rijasawitri and Suana (2020) emphasized that higher job satisfaction reduces turnover intention. Similarly, Novel and Marchyta (2021) noted that employees who are satisfied with their jobs and organizational culture are more likely to remain. Therefore, companies should prioritize factors that enhance job satisfaction—such

as a supportive work environment, good supervisor-subordinate relations, and fair promotion systems to reduce turnover.

D. The Effect of Workload on Turnover Intention through Job Satisfaction

The findings indicate that workload positively affects turnover intention via job satisfaction (P-value = 0.001; path coefficient = 0.228). Studies by Apriyanto and Haryono (2020) and Novel and Marchyta (2021) confirm that high workloads decrease job satisfaction, which in turn raises turnover intention. This highlights the importance of managing workload to preserve employee satisfaction and reduce voluntary resignations.

E. The Effect of Compensation on Turnover Intention through Job Satisfaction

Compensation significantly affects turnover intention through job satisfaction (P-value = 0.000; path coefficient = -0.467). According to Zulfa and Azizah (2020), compensation indirectly influences turnover intention via job satisfaction. Ramlah et al. (2021) also found that adequate compensation improves satisfaction, reducing turnover intention. Companies must offer fair and transparent compensation aligned with employees' contributions to foster satisfaction and retention.

5. Conclusion

Based on the results of data analysis and hypothesis testing, it can be concluded that workload has a negative and significant effect on job satisfaction, meaning that the higher the workload, the lower the employee's job satisfaction. Conversely, compensation has a positive and significant effect on job satisfaction, so the better the compensation system provided, the higher the employee's job satisfaction. Job satisfaction itself has been shown to have a negative and significant effect on turnover intention, where the higher the employee's job satisfaction, the lower their desire to leave the company. Furthermore, job satisfaction also acts as a mediating variable in the relationship between workload and turnover intention, where a high workload decreases job satisfaction, thereby increasing the intention to resign. Meanwhile, adequate compensation can increase job satisfaction, which ultimately reduces turnover intention. Thus, job satisfaction has been proven to be an important factor that bridges the influence of workload and compensation on employee's desire to leave the company.

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