

The Influence of Job Satisfaction, Workload, and Organizational Commitment on Turnover Intention Mediated by Emotional Exhaustion (Empirical Study: Employees of PT XYZ in Bekasi)

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Abstract

The purpose of this study is to look at the impact of job satisfaction, workload, and organizational commitment on turnover intention, which is mediated by emotional tiredness in PT staff. XYZ is in Bekasi. This study's data was gathered using an online survey of PT XYZ workers using Google Forms. There will be 137 respondents in this study, which employs a correlational quantitative technique and is processed using the PLS version 4 software. The study's findings show that work satisfaction has no substantial influence on turnover intentions. Other results prove that workload has no significant effect on turnover intention, organizational commitment has no significant effect on turnover intention, emotional exhaustion has a significant positive effect on turnover intention, job satisfaction has a significant negative effect on turnover intention that is mediated by emotional exhaustion, workload has a significant positive effect on turnover intention that is mediated by emotional exhaustion, organizational Theoretically, the implications of this research are to provide benefits in the form of knowledge to academics, practitioners, and regulators, whereas managerially, management must encourage open communication between employees and management so that employees can communicate the problems they face in the workplace more comfortably.

Keywords: Job Satisfaction; Workload, Organizational Commitment, Emotional Exhaustion, Turnover Intention.

Introduction

Every year, Indonesia's population grows, which increases the need for medical gadgets, medications, vitamins, and other pharmaceutical items. Throughout 2022, the Central Statistics Agency (BPS) reported that Indonesia's national economic growth rate was 5.31%, up from 3.70% the previous year. Meanwhile, in 2023, the first quarter will see economic growth of 5.03%, slightly higher than the previous quarter's 5.01%. This is inversely proportionate to growth in Indonesia's pharmaceutical industry sector, which has been declining. This drop was caused by a high level of pharmaceutical product imports. To boost economic development in the pharmaceutical industry sector, the government, via the Minister of Health, aims to

manufacture at least 50% of medicines and medical equipment domestically by the end of 2023 (Kompas, 2022).

The pharmaceutical business is concerned with human health and life, thus efforts must be made to guarantee that firms have competent resources in order to maintain product quality and meet production objectives. Human Resources (HR) plays a critical role in this topic. Human resources are empowered via continual training and development, which supports advancements in corporate operations. On the other side, an incapacity to manage human resources may lead to suboptimal firm operating performance. The high turnover rate is one example of a company's incapacity to manage human resources (HR). A high turnover rate might impede firm operations, jeopardizing company objectives. To anticipate these risks, firms must understand several employee behaviors, one of which is turnover intention.

Although research on turnover intention has been extensively conducted, this study introduces an intervening component that has received little attention, namely emotional weariness, along with three independent factors that vary significantly from earlier studies. So the purpose of this study is to provide fresh results and emphasize the relevance of understanding the degree of employee turnover intention in businesses, particularly in Indonesia.

According to Haque et al. (2019), turnover intention is the first stage of employee turnover and is defined as the potential of a person leaving the firm and enabling workers to hunt for other jobs. Turnover intention is regarded as the most important predictor of employee turnover behavior because it reveals the intention of employees to leave their jobs within a specific time period and is related to factors that influence them, such as job roles and stress, workplace violence, work environment and experience, system and work climate, job satisfaction, and job burnout (N. Li et al., 2019).

Many factors impact turnover intention, according to study performed by Hariyonyoto et al. (2019), and one of these elements is work satisfaction, with a negative association between the two. Ali and Anwar (2021) describe work satisfaction as an attitude associated to a person's distaste or like of their employment. Job satisfaction is defined as the mental, bodily, and environmental enjoyment that employees get from their job (Lin & Huang, 2021). Achieving work satisfaction implies that employees are satisfied with what they do and get from the firm; in other words, boosting job satisfaction reduces employees' intents to quit the organization or company.

Hariyonyoto et al. (2019) found that organizational commitment may minimize turnover intention since the two variables have a negative association. According to Pratama et al. (2022), organizational commitment is a degree or instrument that measures an employee's participation in the company. In other words, members are at a level that demonstrates their commitment to the business, as seen by employee loyalty and a genuine desire to assist accomplish organizational objectives. Employees with a high level of organizational commitment are more tied to the firm, which helps to reduce turnover rates.

In terms of employment, workload is regarded to be a significant factor in determining turnover intention. Diana Situmorang's (2022) study found a favorable association between these two characteristics, which might improve turnover intention. According to Kusuma Wardhani (2022), workload is a circumstance in which workers must complete tasks within a certain time frame. Workload may also be defined operationally using elements such as job expectations or effort put in to work (Ratnasari & Lestari, 2020). A high workload motivates workers to quit the organization because they are unable to satisfy the demands of the job assigned to them, resulting in increasing turnover.

Increased or high staff turnover will have a negative influence on labor market instability and uncertainty, which will be costly to the organization in terms of investment expenses for

employee training, recruitment of new workers, and retraining. Despite being aware of these hazards and risks, many businesses have made steps to decrease or eliminate staff turnover, yet turnover remains high.

In this study, the population is PT XYZ, which is based in North Cikarang, Bekasi, West Java. PT XYZ is a firm that works in the sustainable pharmaceutical and medical equipment industries. One of the issues is that the firm will continue to have a rather high turnover rate until 2022, which will undoubtedly have an impact on the company's performance since new workers need time to adjust. The following information is based on the number of workers who joined and departed during the previous three years.

Methods

The research approach used is a quantitative approach. The method used is a regression approach with partial least squares, using Partial Least Square in analyzing the effect between the dependent variable in this research is turnover intention, the independent variables in this research are job satisfaction, workload and organizational commitment, the mediating variable in this research is emotional exhaustion. The research was conducted at PT XYZ which is located in Bekasi. The population in this study was staff/employees who worked at PT And the sample in this research is 102 employees at PT XYZ in 2023 and have worked for a minimum of 6 months. The variables in this research are turnover intention and Customer Satisfaction, job satisfaction, workload and organizational commitment and emotional exhaustion. Data collection in this research was a questionnaire. The data analysis design in the research is to use Partial Least Square Regression.

Results and Discussion

Descriptive Statistics Results

After analyzing the respondent's profile, the next step is to analyze the indicators for each variable. The results of descriptive statistics in this research can be shown by evaluating the average number of indicators. The mean job satisfaction variable gets the highest mean value,

namely 4.07. This is followed by the workload variable of 3.82, the organizational commitment variable of 3.78, turnover intention of 3.02, and the lowest is emotional exhaustion of 2.88. Following are the data results obtained for each variable

Descriptive Statistics of Job Satisfaction Variables

This study includes five indicators of the work satisfaction variable. The mean value for work satisfaction is 4.07, with a standard deviation of 0.131. Based on the findings of distributing the questionnaire provided in table 4.2, respondents/employees rated the work satisfaction variable as excellent. Apart from that, the bulk of job satisfaction indicators have high ratings, indicating that respondents/employees agree that they are content with their employment.

Descriptive Statistics of Job Workload

This study includes five indicators of the work satisfaction variable. The mean value for work satisfaction is 4.07, with a standard deviation of 0.131. Based on the findings of distributing the questionnaire provided in table 4.2, respondents/employees rated the work satisfaction variable as excellent. Apart from that, the bulk of job satisfaction indicators have high ratings, indicating that respondents/employees agree that they are content with their employment.

Descriptive Statistics of Organization Commitment

In this study, there are five indications of the organizational commitment variable. The mean value for organizational commitment is 3.78, with a standard deviation of 0.061. Based on the findings of distributing the questionnaire mentioned in table 4.2, respondents/employees rated the organizational commitment variable as satisfactory. Aside from that, all markers of organizational commitment have a sufficient score to demonstrate that the respondent/employee is reasonably committed to the organization.

Descriptive Statistics of Emotional Exhaustion

In this research, there are 6 indicators for the emotional exhaustion variable. The mean value obtained from emotional exhaustion is 2.88 and the mean standard deviation is 0.075. Based on the results of distributing the questionnaire listed in table 4.2, the emotional exhaustion variable can be categorized as unfavorable by respondents/employees. However, the 4 indicators of emotional exhaustion have scores that are quite close to the neutral range value, where the indicators relate to fatigue at work, fatigue in work situations, emotional exhaustion at work, and boredom with work. This proves that respondents/employees still feel emotional exhaustion at work, but it is not high.

Analysis of Turnover Intention Variable Indicators

In this study, there are three signs in the turnover intention variable. The mean value for turnover intention is 3.02, with a standard deviation of 0.090. According to the findings of the questionnaire distribution (table 4.2), respondents/employees rated the turnover intention variable as satisfactory. All indicators of turnover intention have values within the range required to demonstrate that the respondent/employee has a strong desire or intention to quit their employment.

Statistical Test Results

Statistics are used to determine the results of statistical tests such as the following:

Validity and Reliability Test (Outer Model)

Outer Loading

Outer loading is used to determine the extent to which an indicator is able to reflect the variables in the research. In the Partial Least Square test, the standardization for assessing outer loadings is 0.7, so that all indicators that have a loading value > 0.7 mean they are able to reflect latent variables (Ramayah et al, 2018). The following figure 4.1 is the measurement result before removing the indicator.

The findings of this kind of study, as shown in Figure, do not satisfy the requirements for being able to represent latent variables as none of the indicator loading values fulfill the standards of <0.7 . As a consequence, in order to get a legitimate value and fulfill the outer loading value, the indicators with the biggest prior error outcomes must be progressively eliminated.

Extracted Average Variances (AVE)

Each variable under study is evaluated for validity using the Average Variances Extracted (AVE) method. The capacity of a measuring device to accurately represent the data under study is known as validity. Every latent variable with an Average Variances Extracted result > 0.5 in the partial least square test indicates that it has met the Average Variances Extracted criteria. This is because the standardization for the Average Variances Extracted assessment in the partial least square test is 0.5. (Et al., Ramayah, 2018). Given that the variables in this study have an Average Variances Extracted value greater than 0.5, it is possible to draw the conclusion that they satisfy the test's criteria based on the table above.

All-around Dependability

The dependability of every variable under study is ascertained using Composite dependability. A measuring device is said to be reliable if it can withstand repeated testing. This implies that the statement pertaining to a variable may be utilized for future study if it is deemed dependable. Every latent variable with a Composite Reliability value > 0.6 indicates it has been able to fulfill the Composite Reliability standards. This is because the partial least square test uses 0.6 as the standardization for evaluating Composite Reliability. (Et al., Ramayah, 2018). The Composite Reliability test results show that the variables used in this research have met the requirements. In the table above it can be seen that the Composite Reliability value is > 0.6 .

Cronbach's Alpha

The difference between Cronbach's Alpha and Composite Reliability is that composite reliability compares the results of outer loadings while Cronbach's alpha is from questionnaire data. Cronbach's Alpha is also used to determine the reliability of each variable studied. In the partial least square test, the standardization for the Cronbach's Alpha assessment is 0.6, so that every latent variable that has a Cronbach's Alpha value > 0.6 means it has been able to meet the Cronbach's Alpha requirements. (Ramayah et al, 2018).

Discriminant Validity

Discriminant validity is used to compare the loading value of one indicator on a latent variable with the loading value of one indicator on another latent variable. If the loading value of one indicator on the variable is greater than the loading value of that indicator on another variable, then the indicator meets the requirements for discriminant validity. (Ramayah et al, 2018)

Partial Least Square Test (Inner Model)

Model Feasibility Test

According to Ramayah et al, (2018), the model feasibility test is used to determine the extent to which panel data regression is successful in forming a good regression model for interpreting research results. There are 3 steps in testing the feasibility of the model including normed fit index, Q Square and F Square. Here's the test:

Normed Fit Index

If the Normed Fit Index value is between 0 and 1 then the model formed is declared to meet the feasibility of the model.

Q Square

The Q Square test is used to see the ability of the independent variable to explain the dependent variable. The condition for Q Square predictive relevance testing is the Q Square value > 0 .

The results of the Q Square test show that the variables Emotional Exhaustion and Turnover Intention have values of 0.120 and 0.162 respectively, which means the values are greater than 0. So it can be concluded that the two variables formed have met the Q Square requirements and are able to predict the model well.

F Square

An effect size or F2 value of 0.02 is considered small, 0.15 is considered medium and 0.35 is considered large. Meanwhile, if it is below 0.02, it can be ignored or considered to have no effect. Based on the results of the F Square test, it can be seen that the value of each variable has small, medium and large values. This is because there is 1 research variable which is considered a mediating variable between the independent variable and the dependent variable.

Path Coefficients

To determine the magnitude of the influence of a variable on other variables, path coefficients testing is used (Ramayah et al, 2018).

From the Path Coefficients test results, it can be seen:

1. Emotional Exhaustion has a positive coefficient which indicates that the higher the Emotional Exhaustion value, the higher the Turnover Intention value.
2. Job satisfaction has a negative coefficient value which indicates that the lower the Job satisfaction value, the higher the Emotional Exhaustion value.
3. Job satisfaction has a negative coefficient value which indicates that the lower the Job satisfaction value, the higher the Turnover Intention value.

4. Organizational Commitment has a negative coefficient value which indicates that the lower the Organizational Commitment value, the higher the Emotional Exhaustion value.
5. Organizational Commitment has a negative coefficient value which indicates that the lower the Organizational Commitment value, the higher the Turnover Intention value.
6. Workload has a positive coefficient value which indicates that the higher the Workload value, the higher the Emotional Exhaustion value.
7. Workload has a negative coefficient value which indicates that the lower the Workload value, the lower the Turnover Intention value.
8. Workload has a positive coefficient on Turnover Intention through Emotional Exhaustion so that the higher the Workload value, the higher the Turnover Intention value through Emotional Exhaustion.
9. Organizational Commitment has a negative coefficient on Turnover Intention through Emotional Exhaustion so that the lower the Organizational Commitment value, the higher the Turnover Intention value through Emotional Exhaustion.
10. Job Satisfaction has a negative coefficient on Turnover Intention through Emotional Exhaustion so that the lower the Job Satisfaction value, the higher the Turnover Intention value through Emotional Exhaustion.

Conclusion

Based on the analysis conducted, this study concludes that job satisfaction, workload, and organizational commitment do not have a significant direct influence on turnover intention. This finding may be explained by the demographic characteristics of the employees, most of whom are young—between 18 and 33 years old—and have a relatively short length of service, ranging from six months to three years. At this stage of their careers, employees tend to be more explorative and open to new opportunities, which affects their commitment to remain in the organization.

However, the study reveals that emotional exhaustion plays a crucial role in shaping employees' intentions to leave the company. Emotional exhaustion has a significant positive effect on turnover intention, meaning that when employees experience higher levels of emotional fatigue, their desire to leave the organization increases. Conversely, job satisfaction and organizational commitment are shown to have significant negative effects on emotional exhaustion, indicating that satisfied and committed employees are less likely to experience burnout. In contrast, workload has a significant positive effect on emotional exhaustion, suggesting that excessive demands at work contribute to emotional fatigue.

Furthermore, the results demonstrate that emotional exhaustion mediates the relationships between job satisfaction, workload, and organizational commitment with turnover intention. This means that employees' desire to leave their jobs is not directly influenced by these factors, but rather through the emotional exhaustion they experience. In other words, when employees feel emotionally drained, their satisfaction and commitment decrease, ultimately leading to a stronger intention to leave.

Theoretically, this study contributes to the development of Attribution Theory and Self-Determination Theory, providing empirical support for the role of emotional and psychological factors in explaining employee turnover behavior. Overall, the findings highlight the importance of maintaining employee well-being, managing workloads effectively, and fostering job satisfaction and commitment to reduce emotional exhaustion and minimize turnover intention within organizations.

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