

# 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.

**Table Turnover PT XYZ in 2020-2022**

Year	Number of	Number of Employees	Turnover
	Employees	Leave	Percentage
2020	87	9	10%
2021	87	7	8%
2022	93	7	8%

Sumber : PT XYZ

Based on this research, organizations must pay more attention to work circumstances in order to avoid a bigger rise in turnover, and the addition of new employees undoubtedly has the potential to raise employee turnover. Aside from that, business competition in the current era of globalization is becoming more difficult and will continue to be so in the future, so companies must be able to increase their competitiveness in a variety of ways, one of which is protecting important company assets such as its best employees (Kurniawaty et al., 2019).

After reviewing many challenges and linkages based on prior study findings, turnover intention is a key factor to consider in order to ensure the company's sustainability. As a result, the researchers titled their study "The Influence of Job Satisfaction, Workload, and Organizational Commitment on Turnover Intention Mediated by Emotional Exhaustion (Empirical Study: Employees of PT XYZ, Bekasi)".

**The research hypotheses in this study are:** 1) job satisfaction has a significant negative effect on turnover intention; 2) workload has a significant positive effect on turnover intention; 3) organizational commitment has a significant negative effect on turnover intention; 4) emotional exhaustion has a significant positive effect on turnover intention; 5) job satisfaction has a significant negative effect on emotional exhaustion; and 6) workload has a significant positive effect.

**The research objectives are:** 1) Analyze the influence of Job Satisfaction on employee Turnover Intention at PT XYZ; 2) Analyzing the influence of Workload on employee Turnover Intention at PT XYZ; 3) Analyze the influence of Organizational Commitment on employee Turnover Intention at PT XYZ; 4) Analyze the influence of Emotional Exhaustion on employee Turnover Intention at PT XYZ; 5) Analyze the influence of Job Satisfaction on employee Emotional Exhaustion at PT XYZ; 6) Analyzing the influence of Workload on Emotional Exhaustion of employees at PT XYZ; 7) Analyze the influence of Organizational Commitment on Emotional Exhaustion of employees at PT XYZ; 8) Analyze the role of Emotional Exhaustion in mediating the influence of Job Satisfaction on employee Turnover Intention at PT XYZ; 9) Analyzing the role of Emotional Exhaustion in mediating the influence of Workload on employee Turnover Intention at PT XYZ; 10) Analyze the role of Emotional Exhaustion in mediating the influence of Organizational Commitment on employee Turnover Intention at PT XYZ.

## 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 Analysis Results Related to Respondent Profiles and Indicators Descriptive Analysis Results Related to Respondent Profiles and Research Variable Indicators**

### **Respondent/Employee Profile**

From the data found through distributing questionnaires in Table 4.1, there were 102 respondents/employees obtained in this survey. Of the 102 respondents/employees, 61 people (60%) were women and 41 people (40%) were men. Furthermore, according to age group, as many as 51 people (48%) were aged 26-33 years, 36 people (35%) were aged 18-25 years, 8 people (9%) were aged 34-41 years, and 6 people The remaining (7%) are aged 42 years and over.

The majority of respondents/employees' final education was D4/S1 graduates, namely 73 people (72%). Next followed by 12 people (12%) at the high school or equivalent education level, 10 people at the D3 education level (10%), and 7 people (7%) at the Master's/Postgraduate education level. Based on length of work, the majority of respondents/employees have worked between 6 months - 3 years, namely 55 people (54%). Next, there were 26 people (25%) who had worked between 4 - 7 years, and 21 people (21%) who had worked for more than 7 years.

### **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**

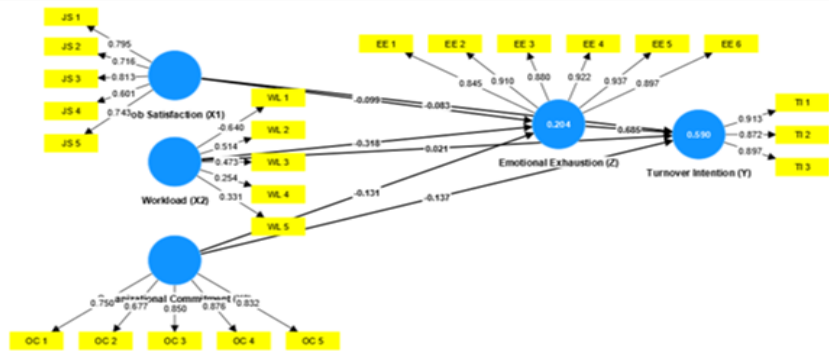
Statistics are used to determine the results of statistical tests such as the following:

**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.

**Figure of Outer Loading Results for each variable before removing indicators**



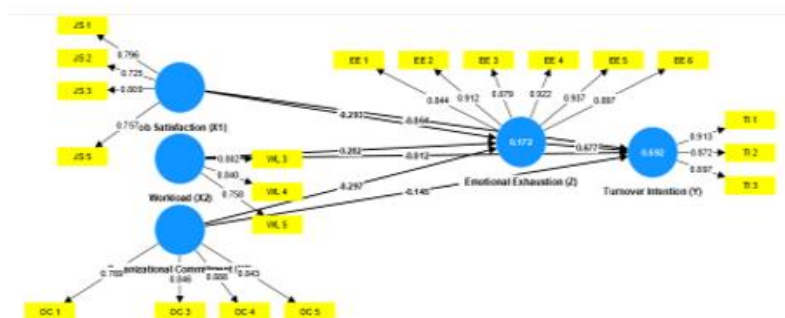
Source : The data has been processed by researchers (2023)

<b>Variabel</b>	<b>Indikator</b>	<b>Loading Factor</b>	<b>Kesimpulan</b>
<i>Job Satisfaction</i>	JS1	0,795	<i>Valid</i>
	JS2	0,716	<i>Valid</i>
	JS3	0,813	<i>Valid</i>
	JS4	0,601	<i>Invalid</i>
	JS5	0,743	<i>Valid</i>
<i>Workload</i>	WL1	-0,640	<i>Invalid</i>
	WL2	0,514	<i>Invalid</i>
	WL3	0,473	<i>Invalid</i>
	WL4	0,254	<i>Invalid</i>
	WL5	0,331	<i>Invalid</i>
<i>Organizational Commitment</i>	OC1	0,750	<i>Valid</i>
	OC2	0,677	<i>Invalid</i>
	OC3	0,850	<i>Valid</i>
	OC4	0,876	<i>Valid</i>
	OC5	0,832	<i>Valid</i>
<i>Emotional Exhaustion</i>	EE1	0,845	<i>Valid</i>
	EE2	0,910	<i>Valid</i>
	EE3	0,880	<i>Valid</i>
	EE4	0,922	<i>Valid</i>
	EE5	0,937	<i>Valid</i>
	EE6	0,897	<i>Valid</i>
<i>Turnover Intention</i>	TI1	0,913	<i>Valid</i>
	TI2	0,872	<i>Valid</i>
	TI3	0,897	<i>Valid</i>

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.

**Figure of Outer Loading Results for each variable AFTER removing indicators**



Source : The data has been processed by researchers (2023)

Based on Figure , there are indicators that are eliminated because they have large error values in the variable indicators so that the indicators that are eliminated are JS4, OC2, WL1, and WL2. So the validity test results have been fulfilled which are shown in Table

Variabel	Indikator	Loading Factor	Kesimpulan
Job Satisfaction	JS1	0,796	Valid
	JS2	0,725	Valid
	JS3	0,809	Valid
	JS5	0,757	Valid
Workload	WL3	0,802	Valid
	WL4	0,840	Valid
	WL5	0,758	Valid
Organizational Commitment	OC1	0,769	Valid
	OC3	0,846	Valid
	OC4	0,888	Valid
	OC5	0,843	Valid
Emotional Exhaustion	EE1	0,844	Valid
	EE2	0,912	Valid
	EE3	0,879	Valid
	EE4	0,922	Valid
	EE5	0,937	Valid
	EE6	0,897	Valid
Turnover Intention	TI1	0,913	Valid
	TI2	0,872	Valid
	TI3	0,897	Valid

The validity of the study model's outcomes is established by examining the outer loading values, which satisfy the <0.7 requirement, as shown in Table . The investigation may go on to the next phase based on the values that were acquired.

**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).

**Table Result of AVE**

Variable	AVE
<i>Emotional Exhaustion (Z)</i>	0,808
<i>Job Satisfaction (X1)</i>	0,579
<i>Organizational Commitment (X3)</i>	0,701
<i>Turnover Intention (Y)</i>	0,800
<i>Workload (X2)</i>	0,641

Source : The data has been processed by researchers (2023)

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).

**Table Result of Composite Reliability**

Variable	Composite Reliability	Description
<i>Emotional Exhaustion (Z)</i>	0,962	Reliabel
<i>Job Satisfaction (X1)</i>	0,855	Reliabel
<i>Organizational Commitment (X3)</i>	0,904	Reliabel
<i>Turnover Intention (Y)</i>	0,923	Reliabel
<i>Workload (X2)</i>	0,843	Reliabel

Source : The data has been processed by researchers (2023)

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).

**Table Result of Cronbach's Alpha**

Variable	Cronbach's Alpha
<i>Emotional Exhaustion (Z)</i>	0,952
<i>Job Satisfaction (X1)</i>	0,774
<i>Organizational Commitment (X3)</i>	0,858
<i>Turnover Intention (Y)</i>	0,876
<i>Workload (X2)</i>	0,726

Source : The data has been processed by researchers (2023)

From the table above, the test results show that the Cronbach's Alpha value is  $> 0.6$ , so it can be concluded that the variables in this study have met the requirements for Cronbach's Alpha testing.

### 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)

**Table Results of Discriminant Validity**

Code	Emotional Exhaustion	Job Satisfaction	Organizational Commitment	Turnover Intention	Workload
EE 1	0,844	-0,226	-0,170	0,627	0,023
EE 2	0,912	-0,303	-0,386	0,673	-0,029
EE 3	0,879	-0,243	-0,266	0,645	-0,139
EE 4	0,922	-0,317	-0,339	0,696	-0,097
EE 5	0,937	-0,274	-0,340	0,670	-0,031
EE 6	0,897	-0,298	-0,276	0,709	-0,077
JS 1	-0,310	0,796	0,477	-0,269	0,424
JS 2	-0,196	0,725	0,377	-0,289	0,500
JS 3	-0,241	0,809	0,657	-0,295	0,577
JS 5	-0,202	0,757	0,494	-0,311	0,441
OC 1	-0,256	0,576	0,769	-0,303	0,467
OC 3	-0,345	0,474	0,846	-0,341	0,401
OC 4	-0,325	0,563	0,888	-0,395	0,462
OC 5	-0,160	0,589	0,843	-0,357	0,532
TI 1	0,755	-0,339	-0,455	0,913	-0,158
TI 2	0,578	-0,334	-0,284	0,872	-0,230
TI 3	0,648	-0,336	-0,363	0,897	-0,092
WL 3	-0,047	0,371	0,322	-0,171	0,802
WL 4	-0,047	0,563	0,504	-0,136	0,840
WL 5	-0,065	0,627	0,541	-0,102	0,758

Source : The data has been processed by researchers (2023)

Based on the table listed above, it can be concluded that all the variables used in this research have met the Discriminant Validity requirements because the indicator value of the variable is greater than the indicator value of the other variables.

### 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.

**Table Results of Normed Fit Index**

NFI	0,769
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The results of the Normed Fit Index test show a value of 0.769, so it can be concluded that the data used meets the requirements because the value is between 0 and 1.

### 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  $> 0$ .

**Table Results of Q Square Predict**

Variable	Q Square
<i>Emotional Exhaustion</i>	0,120
<i>Turnover Intention</i>	0,162

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.

**Table Results of F Square**

Variable	Emotional Exhaustion	Turnover Intention
<i>Emotional Exhaustion (Z)</i>		0,931
<i>Job Satisfaction (X1)</i>	0,049	0,004
<i>Organizational Commitment (X3)</i>	0,058	0,026
<i>Workload (X2)</i>	0,055	0,000

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.

### **Hypothesis Testing**

Hypothesis testing is used to answer initial research assumptions. In partial least squares, to test the hypothesis, bootstrapping calculations are used. (Ramayah et al, 2018) hypothesis testing can also be used to form regression equations by testing:

If the  $p$  value  $< 0.05$ , and  $t$  count  $> 1.967$  then the independent variable has a significant effect on the dependent variable

If  $p$  value  $> 0.05$ , and  $t$  count  $< 1.967$  then the independent variable has no effect on the dependent variable.

### **H1: Job satisfaction has a significant negative effect on Turnover Intention**

The first hypothesis proves that job satisfaction has no significant effect on turnover intention. Based on Table 4.22, the  $p$ -value obtained from H1 is 0.537 with a  $t$ -statistics value of 0.617. It can be concluded that H1 does not meet the specified  $p$ -value and  $t$ -statistic value requirements because the  $p$ -value is above 0.05, the  $t$ -statistic value is below 1.967, even though the original sample coefficient value is negative at -0.064. Thus, this proves that the first hypothesis is rejected.

### **H2: Workload has a significant positive effect on Turnover Intention**

The second hypothesis proves that workload has no significant effect on turnover intention. Based on Table 4.22, the  $p$ -value obtained from H2 is 0.910 with a  $t$  statistics value of 0.113. It can be concluded that H2 does not meet the specified  $p$ -value and  $t$ -statistic requirements because the  $p$ -value is above 0.05, the  $t$ -statistic value is below 1.967, and the original sample coefficient value is negative at -0.012. Thus, this proves that the second hypothesis is rejected.

### **H3: Organizational Commitment has a significant negative effect on Turnover Intention**

The third hypothesis proves that organizational commitment has no significant effect on turnover intention. Based on Table 4.22, the  $p$ -value obtained from H3 is 0.161 with a  $t$  statistics value of 1.401. It can be concluded that H3 does not meet the specified  $p$ -value and  $t$ -statistic value requirements because the  $p$ -value is above 0.05, the  $t$ -statistic value is below 1.967, even though the original sample coefficient value is negative at -0.145. Thus, this proves that the third hypothesis is rejected.

#### **H4: Emotional Exhaustion has a significant positive effect on Turnover Intention**

The fourth hypothesis proves that emotional exhaustion has a significant effect on turnover intention. Based on Table 4.22, the p-value obtained from H4 is 0.000 with a t statistics value of 10.170. It can be concluded that H4 has met the specified p-value and t-statistic requirements because the p-value is below 0.05, the t-statistic value is above 1.967, and there is also a positive original sample coefficient value of 0.677. Thus, this proves that the fourth hypothesis is accepted.

#### **H5: Job Satisfaction has a significant negative effect on Emotional Exhaustion**

The fifth hypothesis proves that job satisfaction has a significant effect on emotional exhaustion. Based on Table 4.22, the p-value obtained from H5 is 0.017 with a t-statistics value of 2.392. It can be concluded that H4 has met the specified p-value and t-statistic requirements because the p-value is below 0.05, the t-statistic value is above 1.967, and there is also a negative original sample coefficient value of -0.293. Thus this proves that the fifth hypothesis is accepted.

#### **H6: Workload has a significant positive effect on Emotional Exhaustion**

The sixth hypothesis proves that workload has a significant effect on emotional exhaustion. Based on Table 4.22, the p-value obtained from H6 is 0.039 with a t-statistics value of 2.065. It can be concluded that H6 has fulfilled the specified p-value and t-statistic requirements because the p-value is below 0.05, the t-statistic value is above 1.967, and there is also a positive original sample coefficient value of 0.282. Thus, this proves that the sixth hypothesis is accepted.

#### **H7: Organizational Commitment has a significant negative effect on Emotional Exhaustion**

The seventh hypothesis proves that organizational commitment has a significant effect on emotional exhaustion. Based on Table 4.22, the p-value obtained from H7 is 0.011 with a t-statistics value of 2.549. It can be concluded that H7 has met the specified p-value and t-statistic requirements because the p-value is below 0.05, the t-statistic value is above 1.967, and there is also a negative original sample coefficient value of -0.297. Thus, this proves that the seventh hypothesis is accepted.

#### **H8: Emotional Exhaustion mediates the influence of Job Satisfaction on Turnover Intention**

The eighth hypothesis proves that emotional exhaustion mediates the influence of job satisfaction on turnover intention. Based on Table 4.22, the p-value obtained from H8 is 0.019 with a t-statistics value of 2.353. It can be concluded that H8 has met the specified p-value and t-statistic requirements because the p-value is below 0.05, the t-statistic value is above 1.967, and there is also a negative original sample coefficient value of -0.199. Thus, this proves that the eighth hypothesis is accepted.

#### **H9: Emotional Exhaustion mediates the influence of Workload on Turnover Intention**

The ninth hypothesis proves that emotional exhaustion mediates the effect of workload on turnover intention. Based on Table 4.22, the p-value obtained from H9 is 0.048 with a t-statistics value of 1.980. It can be concluded that H9 has met the specified p-value and t-statistic requirements because the p-value is below 0.05, the t-statistic value is above 1.967, and there is also a positive original sample coefficient value of 0.191. Thus, this proves that the ninth hypothesis is accepted.

#### **H10: Emotional Exhaustion mediates the influence of Work-Family Conflict on Turnover Intention**

The tenth hypothesis proves that emotional exhaustion mediates the effect of organizational commitment on turnover intention. Based on Table 4.22, the p-value obtained from H10 is 0.011 with a t-statistics value of 2.557. It can be concluded that H10 has met the specified p-value and t-statistic requirements because the p-value is below 0.05, the t-statistic value is above 1.967, and there is also a

negative original sample coefficient value of -0.201. Thus, this proves that the tenth hypothesis is accepted.

## **Discussion**

### **The influence of job satisfaction on turnover intention**

In this research, the first hypothesis shows that the hypothesis is rejected. This is because the t-statistic value in H1 is 0.617 and the p-value is 0.537, which does not meet the specified standard values. The hypothesis results in this research are not in line with the results of research conducted by Pratama et al. (2022), (Alola et al., 2021), Kurniawaty et al. (2019), (Lin & Huang, 2021), and (N. Li et al., 2019). One of the factors causing job satisfaction to not have a significant effect on turnover intention is because employee age is dominated by the productive age in a career or work, where at the age of 18 - 25 years there are 36 people (35%) and 26 - 33 years old there are 52 people (51 %). Another additional factor is the length of work which is dominated by 6 months – 3 years of work, of course with a long time of work in this figure you still want to go on an adventure to find another job.

### **Influence of Workload on Turnover Intention**

In this research, the second hypothesis shows that the hypothesis is rejected. This is because the t-statistic value in H2 is 0.113 and the p-value is 0.910, which does not meet the specified standard values. The hypothesis results in this research are not in line with the results of research conducted by (Ratnasari & Lestari, 2020) and (Diana Situmorang & Kusuma Wardhani, 2022) which have proven that workload variables have a positive and significant effect on turnover intention. Based on research results, the majority of companies have employees with good abilities or who are competent in their work so they do not assume or feel that the workload given to them is too high. This is proven by 2 workload indicators having a high mean value compared to the other 3 indicators, namely JS2 "I can complete the work according to the specified time and target" with a mean value of 4.17 and JS3 "I can complete the work according to the weight /volume given" the mean value is 4.12.

### **The Influence of Organizational Commitment on Turnover Intention**

In this research, the third hypothesis shows that the hypothesis is rejected. This is because the t-statistic value in H3 is 1.401 and the p-value is 0.161, which does not meet the specified standard values. The hypothesis results in this research are not in line with the results of research conducted by (Hariyonyoto et al., 2019) and (Guzeller & Celiker, 2019) which have proven that the organizational commitment variable has a significant negative effect on turnover intention. This indicates a low level of commitment among employees. Several factors that cause this are that the majority of employees are 18 - 25 years old, 36 people (35%) and 26 - 33 years old, 52 people (51%) and the length of work is dominated by 6 months - 3 years. At this level of age and length of service, employees tend not to have a high desire to commit to the organization, because there is still a big opportunity for employees to want to get better job opportunities and there is also boredom with work. Apart from that, there are employees who do not want to be actively involved in company activities.

### **The Influence of Emotional Exhaustion on Turnover Intention**

In this research, the fourth hypothesis shows that the hypothesis is accepted. This is because the t-statistic value in H4 is 10.170 and the p-value is 0.000 which meets the specified standard values. The hypothesis results in this research are in line with the results of research conducted by (Kim et al., 2020), (Shin et al., 2020), and (Noh et al., n.d.) which have proven that the emotional exhaustion variable has a significant positive influence on turnover intention.

### **The effect of job satisfaction on emotional exhaustion**

In this research, the fifth hypothesis shows that the hypothesis is accepted. This is because the t-statistic value in H5 is 2.392 and the p-value is 0.017 which meets the specified standard values. The results of the hypothesis in this research are in line with the results of research conducted by (Gonzales et al., 2020)

and (Prajogo, 2019) which have proven that job satisfaction has a significant negative influence on emotional exhaustion.

#### **Effect of Workload on Emotional Exhaustion**

In this research, the sixth hypothesis shows that the hypothesis is accepted. This is because the t-statistic value in H6 is 2.065 and the p-value is 0.039 which meets the specified standard values. The hypothesis results in this research are in line with the results of research conducted by (Maghsoud et al., 2022), (Grobelna, 2021), and (Buruck et al., 2020) which have proven that workload has a significant positive influence on emotional exhaustion.

#### **The Influence of Organizational Commitment on Emotional Exhaustion**

In this research, the seventh hypothesis shows that the hypothesis is accepted. This is because the t-statistic value in H7 is 2.549 and the p-value is 0.011 which meets the specified standard values. The hypothesis results in this research are in line with the results of research conducted (Guzeller & Celiker, 2019);

#### **Emotional Exhaustion mediates the influence of Job Satisfaction on Turnover Intention**

In this research, the eighth hypothesis shows that the hypothesis is accepted. This is because the t-statistic value in H8 is 2.353 and the p-value is 0.019 which meets the specified standard values. The results of the eighth hypothesis show that when experiencing job satisfaction at work it will reduce the level of emotional exhaustion, thereby reducing employees' intention to leave work.

#### **Emotional Exhaustion mediates the effect of workload on Turnover Intention**

In this research, the ninth hypothesis shows that the hypothesis is accepted. This is because the t-statistic value in H9 is 1.980 and the p-value is 0.048 which meets the specified standard values. The results of the ninth hypothesis show that when experiencing workload at work, the level of emotional exhaustion will increase, thereby increasing employees' intention to leave work.

#### **Emotional Exhaustion mediates the effect of organizational commitment on Turnover Intention**

In this research, the tenth hypothesis shows that the hypothesis is accepted. This is because the t-statistic value in H10 is 2.557 and the p-value is 0.011 which meets the specified standard values. The results of the tenth hypothesis show that when experiencing organizational commitment to work, the level of emotional exhaustion will decrease, thereby reducing employees' intention to leave work.

## **Conclusion**

Based on the results of the analysis carried out by the researcher, the conclusions from the analysis results are as follows: 1) The results of this research prove that the job satisfaction variable does not have a significant effect on turnover intention. One of the factors causing job satisfaction to not have a significant effect on turnover intention is because employee age is dominated by the productive age in a career or work, where at the age of 18 - 25 years there are 36 people (35%) and 26 - 33 years old there are 52 people (51%). Another additional factor is the length of work which is dominated by 6 months – 3 years of work, of course with a long time of work in this figure you still want to go on an adventure to find another job; 2) The results of this research prove that the workload variable does not have a significant effect on turnover intention. The main factor that causes this is that the majority of companies have employees with good abilities or who are competent in their work so they do not consider or feel that the workload given to them is too high. This is proven by 2 workload indicators having a high mean value compared to the other 3 indicators, namely JS2 "I can complete the work according to the specified time and target" with a mean value of 4.17 and JS3 "I can complete the work according to the weight/ volume given" mean value of 4.12; 3) The results of this research prove that the organizational commitment variable does not have a significant effect

on turnover intention. Several factors that cause this are that the majority of employees are 18 - 25 years old, 36 people (35%) and 26 - 33 years old, 52 people (51%) and the length of work is dominated by 6 months - 3 years. At this level of age and length of service, employees tend not to have a high desire to commit to the organization, because there is still a big opportunity for employees to want to get better job opportunities and there is also boredom with work. Apart from that, there are employees who do not want to be actively involved in Company activities; 4) The results of this research prove that the emotional exhaustion variable has a significant positive influence on turnover intention. This shows that emotional exhaustion can influence employees' intentions to leave work; 5) The results of this research prove that the job satisfaction variable has a significant negative influence on emotional exhaustion. This shows that when employees experience job satisfaction, the level of emotional exhaustion decreases; 6) The results of this research prove that the workload variable has a significant positive influence on emotional exhaustion. This shows that when employees experience workload, the level of emotional exhaustion increases; 7) The results of this research prove that the organizational commitment variable has a significant negative influence on emotional exhaustion. This shows that when employees experience organizational commitment, the level of emotional exhaustion decreases; 8) The results of this research prove that emotional exhaustion mediates the influence of job satisfaction on turnover intention. This shows that the level of employee job satisfaction will influence turnover intention only through emotional exhaustion. If employees experience emotional or physical exhaustion, this will affect the employee's level of satisfaction at work, giving rise to the employee's intention to leave the Company; 9) The results of this study prove that emotional exhaustion mediates the effect of workload on turnover intention. This shows that employee workload levels will influence turnover intention only through emotional exhaustion. If an employee experiences emotional or physical exhaustion, this will affect the employee's workload level at work, giving rise to the employee's intention to leave the Company; 10) The results of this research prove that emotional exhaustion mediates the effect of organizational commitment on turnover intention. This shows that the level of employee organizational commitment will influence turnover intention only through emotional exhaustion. If employees experience emotional or physical exhaustion, this will affect the employee's level of organizational commitment to work, giving rise to the employee's intention to leave the Company; 11) The results of the research show that theoretically attribution and self-determination make a contribution.

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