

The Effect of Job Satisfaction and Workload on Turnover Intention Moderated by Organizational Commitment

^{1*}Prastya Adjie Herlambang Laut, ²Habib Rifki Syahrizal

^{1*}Sekolah Tinggi Ilmu Ekonomi Tri Bhakti, Bekasi, Indonesia

²Universitas Pancasila, Jakarta, Indonesia

Email : habibsyahrizal@gmail.com

Corresponding author e-mail: ajipws8@gmail.com

Article Info	Abstract
<p><i>Keywords:</i></p> <ul style="list-style-type: none">○ Job Satisfaction,○ Workload,○ Turnover Intention,○ Oragnizational Commitment	<p>Purpose - This study aims to test, analyze, and provide empirical evidence regarding the effects of job satisfaction and workload on turnover intention, with organizational commitment as a moderating variable, at PT Bluebird Raden Inten branch.</p> <p>Design/methodology/approach - This research adopts a quantitative methodology with a correlational approach. Data were collected through questionnaires distributed to employees of PT Bluebird Raden Inten branch. A total of 50 questionnaires, each containing 31 statements, were distributed to drivers working at Bluebird, and all 50 responses were received. Data analysis was conducted using PLS-SEM Version 3.0 to derive the study results.</p> <p>Findings - The findings indicate that job satisfaction has a positive but insignificant effect on turnover intention, while workload has a significant positive effect on turnover intention. Organizational commitment does not significantly moderate the relationship between job satisfaction and turnover intention, nor does it significantly moderate the relationship between workload and turnover intention.</p> <p>Research limitations/implications - This study has certain limitations that should be considered when interpreting the results. The sample size is limited to a single company, PT Bluebird Raden Inten branch, and the respondents required assistance in completing the questionnaires, which extended the research period.</p>
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INTRODUCTION

Turnover is a tangible manifestation of turnover intention that has an impact on the company or organization. A high turnover rate is one measure that indicates a problem occurring in the company. Turnover intention is the intention or desire of employees to leave the company or move for another job from the current workplace (Putri et al., 2023). If turnover intention occurs, the company will experience losses due to the loss of the main production factor, namely human resources, this will result in decreased company

productivity. Symptoms of turnover intention arise because the driver is dissatisfied with his job, such as complaining easily about his job because he does not reach the target and does not care about the problems faced by the company. Employee job satisfaction in a company will vary for each individual. This difference occurs because each individual has different needs and desires. Job satisfaction is the general attitude of an employee towards his job; namely the difference between the many rewards received by an employee and the amount they believe they should receive (Rahmawati et al., 2020). In addition to job satisfaction, the problem faced by drivers is workload, workload is the extent to which the capacity of individual workers is needed in completing the tasks assigned to them, which can be dedicated from the amount of work that must be done, the time / time limit that workers have in completing their duties, and the individual's own subjective view of the work given to him (Suradi, 2020). In addition to the above factors, there are factors that may strengthen a person not to look for or leave his job, namely organizational commitment. Organizational commitment is a very important aspect that a person must have because commitment is a person's agreement with himself. If someone has a high commitment, he will be able to work hard, love and be responsible for his work, which in turn will be able to increase the effectiveness of the organization so that it will improve the quality of achieving goals. Organizational commitment is a person's statement to devote himself to carrying out tasks on behalf of the organization where he joined (Sagala et al., 2024).

Previous research has found mixed results regarding the effect of job satisfaction and workload on turnover intention. Some studies found a significant positive effect and an insignificant negative effect. This research is in line with research (Putri et al., 2023) and (Rostandi & Senen, 2021) which provide results that job satisfaction has a positive effect on turnover intention, while research (Maulidah et al., 2022) shows the results that job satisfaction has a negative effect on turnover intention. This means that the higher the level of job satisfaction, the lower the turnover intention that may occur. for workload variables in line with research (Johar Kuswahyudi et al., 2022) which shows the results that workload has a significant positive effect on turnover intention. Previous research also states that organizational commitment has a negative effect on turnover intention (Ardianto & Bukhori, 2021)

This study discusses the conflicting results of previous research on the effect of job satisfaction and workload on turnover intention using the moderating variable of organizational commitment. The results of previous research show inconsistencies, where some studies find a significant effect (Putri et al., 2023), while other studies do not (Maulidah et al., 2022). This indicates the need for moderating variables to explain a stronger relationship. Organizational commitment was chosen because it plays a role in minimizing turnover intention and improving the quality of one's work, as supported by (Ningrum et al., 2024) which shows that organizational commitment has a positive and significant effect on turnover intention.

LITERATUR REVIEW

Turnover intention

According to (Sari et al., 2024) turnover intention is a person's desire to leave

voluntarily or involuntarily from the company and move to another workplace due to lack of satisfaction to find a better job. Turnover intention is the intention or desire of employees to leave the company or move for another job from their current workplace (Prasetyo & Rosyada, 2023). Based on the theories above, it shows that turnover intention is a person's desire to leave the job of an organization or company for an unsatisfactory job to find a better job. Adopting from previous researchers (Maulidah et al., 2022) there are three indicators that influence turnover intention according to Mobley (2011: 150), namely: Thoughts of quitting, Desire to leave, Desire to find another job.

Job satisfaction

According to (Tumanggor, 2018), job satisfaction is how employees feel about their work. Employees are said to have job satisfaction if they view work as a positive emotion or pleasant feeling. Job satisfaction consists of three important aspects, namely job satisfaction is a function, value, perception, and differences related to what the workforce should receive (Prasetyo & Rosyada, 2023). Based on the expert's opinion above, it can be concluded that job satisfaction is a person's positive attitude towards his job that arises based on an assessment of the work product produced. Adopting from previous researchers (Maulidah et al., 2022), there are 5 dimensions in job satisfaction, namely: Work, Supervision, Promotion, Coworkers, Wages.

Workload

According to (Suradi, 2020), workload is the extent to which an individual worker's capacity is needed in completing the tasks assigned to him, which can be identified from the amount of work to be done, the time / time limit owned by the worker in completing his duties, and the individual's own subjective view of the work given to him. By stating some of the definitions above, it can be concluded that workload is the work and tasks obtained from the company and must be completed within a predetermined time. Adopting from previous researchers (Johar Kuswahyudi et al., 2022), there are 5 dimensions in workload, namely: Working time, Amount of work, Physical demands, Pressure from superiors, Job targets

Organizational Commitment

Organizational commitment is a very important aspect that a person must have because commitment is a person's agreement with himself. If someone has a high commitment, he will be able to work hard, love and be responsible for his work, which in turn will be able to increase organizational effectiveness so that it will improve the quality of achieving goals. Organizational commitment is a person's statement to devote himself to carrying out tasks on behalf of the organization where he joined (Sagala et al., 2024). Based on the explanation of the experts described earlier, it can be understood that organizational commitment is an encouragement from within the individual to do something in order to support the success of the organization in accordance with its goals and put the interests of the organization above their personal interests.

Hypotheses development

Job satisfaction in employees has a very important meaning for the company. (Robbins & Judge, 2008) explains that "Job satisfaction is a positive feeling about one's job which is the result of evaluating its characteristics, job satisfaction describes attitudes rather than behavior". (Rahmawati et al., 2020) emphasizes that "Job satisfaction is the general attitude of an employee towards his job; namely the difference between the many rewards received by an employee and the many they believe they should receive". It can be concluded that the effect of Job Satisfaction on Turnover Intention is that the high and low level of employee Job Satisfaction felt will affect the employee's desire to leave his job (Faisal et al., 2023). If Job Satisfaction is achieved, Turnover Intention will be lower. This research is in line with research (Maulidah et al., 2022) which shows the results that job satisfaction has a negative effect on turnover intention. This means that the higher the level of job satisfaction, the lower the turnover intention that may occur. Meanwhile, research (Rostandi & Senen, 2021) shows that job satisfaction partially has a positive and significant effect on turnover intention, which means that the level of job satisfaction does not affect a person's turnover intention. Based on this explanation, the researchers took the hypothesis, namely:

H₁ : Job Satisfaction has a negative effect on Turnover Intention

Workload is one of the factors for turnover intention. (Suradi, 2020) explains that workload is the extent to which the capacity of individual workers is needed in completing the tasks assigned to them, which can be indicated by the amount of work to be done, the time / time limit that workers have in completing their duties, and the individual's own subjective view of the work given to him (Melindawati et al., 2023). According to research (Risambessy, 2021) shows that workload has a negative and significant effect on turnover intention. This means that workload does not affect a person's turnover intention. This research is in line with research (Johar Kuswahyudi et al., 2022) which shows the results that workload has a positive influence on turnover intention, which means that the higher the workload, the higher someone's turnover intention. Based on this explanation, the researchers took the hypothesis, namely:

H₂ : Workload has a positive effect on Turnover Intention

Organizational commitment is a very important aspect that a person must have because commitment is a person's agreement with himself. If someone has a high commitment, he will be able to work hard, love and be responsible for his work, which in turn will be able to increase organizational effectiveness so that it will improve the quality of achieving goals. Organizational commitment is a person's statement to devote himself to carrying out tasks on behalf of the organization where he joined (Sagala et al., 2024). According to research (Ardianto & Bukhori, 2021), organizational commitment has a negative effect on turnover intention. This means that organizational commitment does not affect a person's turnover intention. Previous research also states that organizational commitment affects turnover intention (Urfah & Widayati, 2023), which means that the higher the organizational commitment, the higher someone's turnover intention.

H₃ : Organizational Commitment strengthens Job Satisfaction on Turnover Intention

According to research (Andriani, 2019), Organizational Commitment has no effect on turnover intention. Which means that organizational commitment does not affect someone

in committing turnover intention. Previous research (Ningrum et al., 2024), there is a positive and significant influence between organizational commitment on turnover intention. This means that the higher the organizational commitment, the higher someone's turnover intention.

H₄ : Organizational Commitment weakens Workload on Turnover Intention

RESEARCH METHOD

This study uses hypothesis testing, namely to determine the effect between the independent variables, namely job satisfaction and workload on the dependent variable, namely turnover intention and organizational commitment as a moderating variable. The type of investigation used in this research is a correlational study to find important variables related to the problem or identify important factors related to the problem, correlational studies are always carried out in unplanned situations (Sekaran, 2009) For the level of intervention, researchers use minimal intervention. The data sources used in this study used primary data. The primary data was obtained from the results of distributing questionnaires to respondents (Putri et al., 2023). This research method uses quantitative methods that have a significant relationship between the variables studied to obtain conclusions that will explain the general picture under study in the form of values or scores for the answers given to respondents to questionnaire statements (Zhang et al., 2021). The sampling design in this study is non-probability sampling. For the implementation time using one (cross-section) using data analysis, namely hypothesis testing. The unit of analysis used in this study is an individual with employees who are members of PT Blue Bird Raden Inten Branch as the subject of this study, namely job satisfaction and workload as independent variables on the dependent variable, namely turnover intention and organizational commitment as moderating variables.

Table 1. Research Objects

No	Type	Variabel	Dimention	Sourch
1	Independent Variable	Job Satisfaction	<ul style="list-style-type: none">• Work• Supervision• Promotion• Coworkers• Wages	(Maulidah et al., 2022)
2	Independent Variable	Workload	<ul style="list-style-type: none">• Working time• Amount of work• Physical demands• Pressure from superiors• Job targets	(Johar Kuswahyudi et al., 2022)

3	Dependent Variable	Turnover Intention	<ul style="list-style-type: none"> • Thoughts of quitting • Desire to leave • Desire to find another job 	(Maulidah et al., 2022)
4	Moderating Variable	Organizational Comitment	<ul style="list-style-type: none"> • Strong desire to remain as a member • Desire to strive, Acceptance of Values • Acceptance of Company Objectives 	(Ardianto & Bukhori, 2021)

Source: Data Processing Results, 2024

The data analysis method used in this study was the Partial Least Square (PLS) methodology. PLS is a structural equation modeling (SEM) solution method that is better suited for this study than other SEM approaches

$$Y = \beta_0 + \beta_1 KK + \beta_2 BK + \beta_3 KK * KO + \beta_4 BK * KO + \varepsilon$$

RESULTS

Respondent Demographics

The results showed that job satisfaction has no significant effect on turnover intention. This finding is not in line with Discrepancy Theory (Locke & Judge, 1976) and Two-Factor Theory (Herzberg, 1959), which state that high job satisfaction tends to reduce employees' intention to leave their jobs. Based on both theories, employees who are satisfied with their jobs, whether in terms of salary, promotions, or relationships with coworkers, are expected to have higher levels of loyalty. However, this contradictory result can be explained through the Job Demands-Resources Theory (Demerouti et al., 2001), which states that the availability of job resources plays a greater role in reducing turnover intention than the general level of job satisfaction. Thus, although some aspects of the job are satisfying, an imbalance between job demands and available resources can trigger the intention to leave. Analysis of demographic data showed that the majority of respondents were in the 26-30 age group, which is generally more susceptible to turnover intention due to a focus on career development and the search for new experiences. In this context, the decision to leave a job may be influenced more by career aspirations than by current job satisfaction. The lowest scoring dimension of job satisfaction is promotion, which reflects dissatisfaction with career development opportunities in the company. Although employees are satisfied with other aspects such as compensation, the lack of promotion prospects can be a major trigger for turnover intention. In addition, the phenomenon of competition in the transportation industry also worsens the situation. Based on information from online media, the sector is facing pressure from technology-based companies that offer work flexibility and more attractive income opportunities. Thus, although job satisfaction is considered important, external factors such as job opportunities elsewhere may have a more dominant influence on turnover intention.

Normality Testing, Convergent Validity and Reliability Testing

The fundamental assumption of multivariate analysis is normality. The data are considered normal if the skewness value is in the range of ± 1.96 at a significance of 0.05 (Hair et al., 2010). The data is deemed normal since, according to the table, the normality test indicates that each variable's skewness value is less than 1.96. In the meantime, the data processing findings demonstrated that all indicators and dimensions created latent variables, with loading factor >0.7 and AVE >0.5 meeting the validity of convergence (Hair et al., 2010). Additionally, the reliability test revealed that each variable had Cronbach's alpha and composite reliability values greater than 0.7, indicating the dependability of the data. All things considered, the assessment of the measurement model (outer model) verifies that all dimensions and indicators originate from latent variables.

Test result

Table 3. Test result

No	Struktur Path	Prediksi	Original Sampel (O)	P - Values
1	KK -> TI	-	0,056	0,827
2	BK -> TI	+	0,527	0,004*
3	KO moderasi KK -> TI	+	0,042	0,866
4	KO moderasi BK -> TI	-	-0,184	0,379

Explanatory

Model 1's (with novelty) R-squared 0.542 and Adjusted R-squared 0.522 are significantly higher than Model 2's (without novelty) R-squared 0.246 and Adjusted R-squared 0.212, indicating that Model 1 produces superior outcomes. When the novelty variable is added to Model 1, the model's capacity to explain financial reporting quality variables is much enhanced. In addition, the use of novelty strengthens the moderation role of fraud prevention and accounting information systems on the relationship between Islamic work ethics and Financial Reporting Quality, as well as making the direct influence of Islamic work ethics significant in Model 1, thus clarifying the relationship between the variables in the study ((Hair et al., 2010); Henseler et al., 2015).

DISCUSSIONS

Job satisfaction has a positive and insignificant effect on turnover intetion.

The results showed that job satisfaction has no significant effect on turnover intention. This finding is not in line with Discrepancy Theory (Locke & Judge, 1976) and Two-Factor Theory (Herzberg, 1959), which state that high job satisfaction tends to reduce employees' intention to leave their jobs. Based on these two theories, employees who are satisfied with their jobs, both in terms of salary, promotion, and relationships with coworkers, are expected to have a higher level of loyalty. However, the results of this study indicate that job satisfaction has a positive but insignificant effect on turnover intention, which means that the higher a person's job satisfaction, the higher his intention to turnover intention. This

is in line with the research of (Putri et al., 2023), which shows that job satisfaction has a positive effect on turnover intention. However, the job satisfaction felt by drivers at PT Blue Bird Raden Inten Branch is not strong enough to influence their decision to stay in the job. One of the main reasons is the low promotion dimension, which reflects dissatisfaction with career development opportunities in the company. Although employees are satisfied with other aspects such as compensation, the lack of promotion prospects can be a major trigger for turnover intention.

This phenomenon can be explained through the Job Demands-Resources Theory (Demerouti et al., 2001), which states that although some aspects of the job are satisfactory, an imbalance between job demands and job resources can still trigger turnover intention. In addition, analysis of the demographic data showed that the majority of respondents were in the age group of 26-30 years, who tend to focus more on career development and the search for new experiences compared to loyalty to the current job. The results also show that perceived insufficient wages to meet the needs of life is one of the main factors of turnover. Low compensation can trigger employees to look for new jobs that offer higher salaries or more attractive incentive systems. Therefore, companies need to consider strategies such as providing achievement targets to obtain greater incentives, providing annual bonuses, and increasing career development opportunities. In addition, competition in the transportation industry exacerbates the situation, especially with the emergence of technology-based transportation companies that offer greater work flexibility and earning potential. Thus, while job satisfaction is an important element, external factors such as opportunities elsewhere and dissatisfaction with certain dimensions, such as promotion and compensation, is more dominant in influencing turnover intention among drivers of PT Blue Bird Raden Inten Branch.

Workload has a significant positive effect on turnover intention

The results showed that workload has a significant positive effect on turnover intention. This means that the higher the workload felt by employees, the more likely they are to have the intention to leave work. This finding is in line with research conducted by (Ratnasari, 2024), which provides results that workload has a significant positive effect on turnover intention. This means that the heavier the workload received by employees, the higher their desire to leave the company. This result is also consistent with the Stress Theory proposed by (Lazarus & Folkman, 1984), where high workload can cause prolonged stress, reduce the balance between work and personal life, and trigger turnover intention. In this context, uncontrollable workloads, such as tasks given suddenly with a short completion time, can cause severe psychological pressure for employees. This study also supports the Job Demands-Resources Theory (Bakker & Demerouti, 2018), which explains that workload as one of the job demands can have a negative impact on employee well-being if it is not balanced with job resources such as supervisor support, rewards, and flexible working time. In the descriptive analysis, the dimensions of pressure from superiors and job targets have the highest scores in the workload variable, which indicates that the pressure to meet targets and sudden demands from superiors are the main factors that trigger turnover intention.

This finding is also supported by the arguments of PT Blue Bird Raden Inten Branch employees, who revealed that workloads that are in accordance with company feedback can

reduce turnover intention. A workload that is not too burdensome will make work more optimal and not rushed, so companies need to pay attention to employee welfare so that turnover intention can be suppressed. According to (Suradi, 2020), workload is the extent to which individual capacity is needed to complete a given task, which is indicated by the amount of work, the time available, and the individual's subjective view of the work. By ensuring that workload does not exceed employee capacity, companies can reduce turnover intention and increase employee loyalty. Based on this, the results of this study support theory and previous research, which states that high workload has a significant positive effect on turnover intention. Therefore, companies should pay more attention to workload management to improve employee welfare and retention.

Organizational commitment does not significantly moderate the relationship between job satisfaction and turnover intention.

The results showed that organizational commitment did not moderate the relationship between job satisfaction and turnover intention significantly. This means that although the direction of the relationship shown is positive, the moderating effect of organizational commitment is not strong enough to influence the relationship between job satisfaction and turnover intention. Thus, organizational commitment in this context acts as a moderating homologue, that is, it does not significantly strengthen or weaken the relationship between job satisfaction and turnover intention. Job satisfaction is a general attitude that is the result of several specific attitudes towards job factors, individual characteristics, and group relationships outside the job itself (M. Busro, 2018). When employees are satisfied with their jobs, they tend to have lower intentions to leave the organization. Conversely, if job satisfaction is low, the intention to leave the company usually increases. This finding is in accordance with Discrepancy Theory proposed by (Locke & Judge, 1976), which explains that the level of job satisfaction is influenced by the match between expectations and the reality perceived by employees. When their expectations are met, the desire to leave the organization tends to decrease. Organizational commitment, as explained by (Meyer and Allen, 1991) in Organizational Commitment Theory, consists of three main dimensions: affective commitment (emotional ties to the organization), continuance commitment (awareness of the costs incurred if leaving the organization), and normative commitment (feeling of obligation to stay). Meanwhile, (Sagala et al., 2024) added that organizational commitment is a person's statement to devote himself to carrying out tasks on behalf of the organization to which they belong. Individuals with high levels of commitment tend to have strong responsibilities, love their jobs, and work hard to achieve organizational goals.

However, in this case, organizational commitment was not strong enough to moderate the relationship between job satisfaction and turnover intention. This result does not fully support Organizational Commitment Theory, because even though employees are committed to the organization, job satisfaction remains the main factor that influences their desire to leave the company. This result also supports research by (Ardianto & Bukhori, 2021), which reveals that organizational commitment does not always have a significant influence on the relationship between job satisfaction and turnover intention. Descriptive analysis shows that the dimensions of value acceptance and acceptance of company goals in the organizational commitment variable have a fairly high value. This indicates that

employees appreciate company values and understand organizational goals. However, this dimension is not strong enough to significantly change the impact of job satisfaction on turnover intention. The possible cause is that employees are more focused on immediate factors such as salary, promotion, and work environment, which are part of job satisfaction. These factors tend to influence turnover intention more than long-term loyalty or emotional commitment to the organization. This finding can also be explained using Equity Theory (Adams, 1965), which states that perceptions of fairness in the organization, especially in relation to compensation and treatment, have a greater impact on employees' decisions to stay or leave.

Organizational commitment does not significantly moderate the relationship between workload and turnover intention.

The results showed that organizational commitment did not moderate the relationship between workload and turnover intention significantly. This means that although there is a negative relationship between workload and turnover intention, the moderating effect of organizational commitment is not strong enough to influence the relationship. Thus, in this context, organizational commitment acts as a moderating homologue, which does not strengthen or weaken the relationship between workload and turnover intention. Workload, as explained by (Suradi, 2020), includes the extent to which an individual's capacity is required to complete a given task. This can be indicated through the amount of work to be done, the time limit available, and the individual's subjective perception of the job. Too high a workload can cause stress, burnout, and ultimately increase turnover intention. This finding supports the Stress Theory proposed by (Lazarus & Folkman, 1984), where high workload is one of the main causes of job stress, which affects employees' intention to leave the organization. Organizational commitment, as described in Meyer and Allen's (1991) Organizational Commitment Theory, consists of three dimensions: affective, continuance, and normative. These dimensions describe an employee's level of emotional attachment, awareness of exit costs, and moral obligation to the organization. In the context of this study, the results show that organizational commitment is not strong enough to moderate the relationship between workload and turnover intention. In other words, despite employees' commitment to the organization, perceived workload remains the main factor influencing turnover intention.

Descriptive analysis shows that the dimensions of desire to remain as a member and acceptance of organizational values in the organizational commitment variable have a fairly high value. However, these dimensions were not enough to significantly influence the negative relationship between workload and turnover intention. This may be due to employees' greater focus on immediate job demands, such as tough targets, long working hours, and pressure from superiors, which influenced their decision to stay or leave more. This result can also be explained through the Job Demands-Resources Theory (Bakker & Demerouti, 2018), which states that workload as job demands can have a negative impact on employee well-being, especially if not balanced with adequate job resources. Although organizational commitment is included in the job resources aspect, its presence is not strong enough to reduce the negative impact of high workload on turnover intention.

CONCLUSIONS

(1) Job satisfaction has a positive and statistically insignificant effect on turnover intention. The results showed that job satisfaction does not influence employees to make turnover intention. (2) Workload has a positive and statistically significant effect on turnover intention. This means that the greater the workload, the higher the employee turnover rate. With a high workload, employees will feel burdened and want to find another alternative job. (3) Organizational commitment cannot significantly strengthen the relationship between job satisfaction and turnover intention. Although organizational commitment is often considered an important factor in maintaining employee loyalty, in this case the effect is not significant as a moderator, so the company's strategy to reduce turnover intention should focus more on increasing job satisfaction directly. (4) Organizational commitment does not moderate the relationship between workload and turnover intention significantly. workload has a more dominant influence than organizational commitment, so companies should focus more on managing employee workload and ensuring a supportive work environment to effectively reduce turnover intention.

Theoretical Implications

The results of this study are expected to add to the academic literature and contribute to the development of a more comprehensive theoretical model in understanding the effect of job satisfaction, workload, and organizational commitment on turnover intention. This research can be used as a reference to test the role of organizational commitment as a moderating variable in the relationship between job satisfaction and workload on turnover intention.

Managerial Implications

This study provides valuable findings for companies, particularly in the transportation sector such as PT Blue Bird, in understanding the influence of job satisfaction, workload, and organizational commitment on turnover intention. Based on the research results, companies are advised to enhance employee job satisfaction through policies such as fair compensation, clear promotion opportunities, and the creation of a supportive work environment. These policies can help reduce employees' intentions to leave the company. Additionally, companies need to pay attention to managing employees' workloads. By setting realistic job targets, reducing pressure from superiors, and providing more flexible working hours, companies can help alleviate work stress and retain employees. Training programs for managers or supervisors to manage their teams more effectively can also be a critical step in improving employee well-being. Although organizational commitment does not significantly moderate the relationship between job satisfaction and workload on turnover intention, companies should still strengthen the dimensions of organizational commitment, such as the acceptance of corporate values and the organization's vision and mission. One way to achieve this is through organizational culture programs, leadership training, and recognition of employee contributions. These implementations are expected to enhance employee loyalty, reduce turnover intention, and create a conducive work environment. Consequently, companies can maximize their operational performance and retain high-quality employees for the long term.

Policy Implications

To reduce employee turnover intention, policies should focus on improving job satisfaction, adjusting workloads, and strengthening organizational commitment. Companies, particularly in the transportation sector such as PT Blue Bird, are advised to develop policies for fair and transparent compensation, establish performance-based promotion systems, and ensure a conducive work environment. These policies can encourage employees to feel valued and foster greater loyalty to the company. Additionally, companies need to formulate policies related to workload adjustments. These policies may include flexible working hours, providing supportive facilities such as technology to ease work processes, and reducing pressure from superiors through managerial training. Such policies are expected to minimize stress caused by workload, thereby reducing employee turnover intention. To strengthen organizational commitment, companies can adopt policies that promote the integration of corporate values with employees through organizational culture programs, leadership training, and recognition for employees who demonstrate high loyalty. These policies aim to enhance employees' emotional attachment to the organization. As part of strategic policies, the government can also play a role by establishing regulations related to employee welfare, such as setting maximum workload limits, ensuring appropriate minimum wages, and protecting employee rights. Collaboration between companies and the government in implementing labor policies focused on employee welfare will have a positive impact on workforce stability and national productivity. These policies are expected to create a healthy work environment, improve employee well-being, and reduce high turnover rates, particularly in sectors with high employee mobility.

Limitations

The limitations of this study include the research variables—job satisfaction and workload as independent variables, turnover intention as the dependent variable, and organizational commitment as the moderating variable—being constrained by the sample. The sample used does not fully represent the target population, making it difficult to generalize the findings to a broader group. Additionally, the respondents' perceptions are subjective and may be influenced by individual experiences or biases.

Suggestion

Based on the results of this survey, the following suggestions can be provided: (1) Future researchers are encouraged to replace the moderating variable with individual characteristics, such as age, gender, or work experience, to examine how these factors moderate the relationship between job satisfaction and workload on turnover intention. (2) Future studies are advised to use samples from other branches of PT Blue Bird to investigate the influence of job satisfaction and workload on turnover intention. (3) Subsequent researchers could expand this study by exploring differences in other sectors, such as PT GoTo Gojek Tokopedia Tbk and PT Grab Teknologi Indonesia

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