

The Effect of Workload, Job Satisfaction, and Work Motivation on Turnover Intention at PT. Rohul Sawit Industri Ujung Batu

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ABSTRACT

This study aims to analyze the effect of Workload, Job Satisfaction, and Work Motivation on turnover intention at PT. Rohul Sawit Industri Ujung Batu. This study uses a quantitative approach with a questionnaire distribution method. The population in this study were employees of PT. Rohul Sawit Industri Ujung Batu, with a sampling technique using probability sampling. Data were analyzed using multiple linear regression tests with the help of SPSS 25. These results indicate that workload has a positive and significant effect on intention to quit. Furthermore, job satisfaction and work motivation have a negative and partially significant effect on intention to quit. Simultaneously, workload, job satisfaction, and work motivation all have a significant effect on turnover intention.

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1. INTRODUCTION

In this era of globalization, companies will undoubtedly experience development and face various challenges, including those affecting human resources. One of the most serious human resources challenges is employee turnover. To achieve the company's target or goal of keeping employee turnover to a minimum, companies must also be aware of the factors that can lead to employee turnover.

High turnover intention can also be a serious problem for a company. A reduction in on-site employees will negatively impact the company due to the unbalanced quality of work. Without the support of reliable and capable human resources, even with good infrastructure, the company will still be unable to grow [1].

PT. Rohul Sawit Industri Ujung Batu is a national private company engaged in the palm oil processing industry, converting fresh fruit bunches (FFB) into crude palm oil (CPO) and kernels. The company's permit was issued by the Regent of Rokan Hulu on August 1, 2002, under No. 02/1407/ PMDN / RHL/VIII/2, and it has been operating since March 10, 2004. PT. Rohul Sawit Industri Ujung Batu is a subsidiary of Bumitama Gunajaya Agro Group. Based on the subsidiary's deed of establishment No. 188, PT. Rohul Sawit Industri Ujung Batu was established on July 25, 2002, by Notary Mr. Tajib Raharjo, SH. Since March 10, 2004, the first commercial production has been carried out with a capacity of 45 tons/hour.

As a company operating in the palm oil processing industry, it is crucial for PT. Rohul Sawit Industri Ujung Batu to maintain

consistency in its quality palm oil processing practices. Efforts to improve the quality of PT. Rohul Sawit Industri Ujung Batu are a continuous endeavor. This effort ensures that PT. Rohul Sawit Industri Ujung Batu is able to provide good production results (quality assurance) to stakeholders, thereby ensuring that the company's operations meet expectations.

If the company consistently strives to deliver good production results (quality assurance) and implements these efforts sustainably, it is hoped that quality will also improve. Employees are a crucial component of PT. Rohul Sawit Industri Ujung Batu, as their role is closely linked to the company's operational success. Employee turnover at PT. Rohul Sawit Industri Ujung Batu can be seen from the rate of employees leaving.

Employee turnover in the last five years sourced from the personnel department of PT. Rohul Sawit Industri Ujung Batu shows fluctuations, this can certainly indicate problems in the factors that influence employee turnover, so that there are employees who leave in these years. PT. Rohul Sawit Industri Ujung Batu has a fairly high employee turnover per year, increasing the percentage of employee turnover starting from 2021, 2023 and 2024. In 2021 there was 2.94%, in 2023 it had a fairly high percentage of 4.9% and in 2024 it had 3.92%. So, it can be seen that the percentage in these years shows a fairly high number in (turnover) of employees of PT. Rohul Sawit Industri Ujung Batu.

This turnover data was used as a benchmark before researchers conducted a pre-survey on employee turnover intentions. To maximize the reduction in turnover data, companies must create a conducive work environment, a fair and transparent human resource management system, and clear development and career opportunities. Factors that can influence turnover intention include workload, job satisfaction, and work motivation.

Workload is a job condition with task descriptions (task demands) that must be completed within a specified timeframe by

the company while making a significant contribution to the company [2]. Employees with a greater workload have a higher turnover intention. Conversely, a lower workload results in a lower turnover intention [3].

To gain insight into workload, researchers conducted a preliminary survey of 35 respondents, employees of PT. Rohul Sawit Industri Ujung Batu. The pre-survey revealed several indicators of problematic workload, consistent with the findings of the pre-survey. More than 50% of employees who completed the pre-survey stated that they felt uncomfortable and unfit to work due to excessive work conditions and insufficient work time.

In addition to workload, another factor influencing turnover intention is job satisfaction. Job satisfaction refers to the extent to which an employee's overall job satisfies their needs [4]. Employee job satisfaction influences turnover intention. The higher an employee's job satisfaction with the company, the lower their desire to leave. Conversely, the lower an employee's job satisfaction with the company, the greater their desire to leave [5].

Researchers conducted a preliminary survey of 35 respondents who were employees of PT. Rohul Sawit Industri Ujung Batu. It was found that employee job satisfaction is still a problem for the company. Based on the results of the pre-survey conducted, more than 50% of employees still do not feel satisfied in their work due to the lack of opportunities for employees to develop due to the minimal level of promotion carried out by the company so that it is quite difficult to get a promotion or develop one's abilities and the lack of communication between superiors and employees which causes employees to feel less appreciated in expressing their aspirations or opinions about work and find it difficult to complete their work.

The final factor influencing turnover intention is work motivation. Work motivation is what drives employees (both internally and externally), resulting in

employees feeling inspired and energized to carry out activities with joy and sincerity, resulting in good, quality results [6]. Work motivation at work has an impact on turnover intention, which shows that employees with low levels of work motivation tend to be interested in finding new jobs. Conversely, if employees have high work motivation, they will make a better contribution to the company and are less likely to be interested in finding new jobs or intend to leave [7].

Researchers conducted a preliminary survey of 35 respondents who were employees of PT. Rohul Sawit Industri Ujung Batu. It was found that employee work motivation remains a problem for the company. Based on the results of the pre-survey, more than 50% of employees felt unmotivated at work due to the still-poor harmonious co-worker relationships that resulted in a lack of cooperation among employees and a lack of direction from superiors to employees when facing difficulties at work.

To reduce the tendency for turnover intention to be influenced by workload, companies need to rebalance the workload through fair task allocation, target adjustments, and providing adequate work support. Effective workload management will reduce employee fatigue and stress, thereby reducing the tendency to leave the organization. Furthermore, increased job satisfaction and motivation can be achieved by creating a supportive work environment, a fair advancement and reward system, and clear opportunities for development and promotion. Rewards, training, and a supportive leadership style will make employees feel valued and motivated, thereby increasing loyalty to the company and reducing turnover intention. The innovation contained in this study lies in the integration of work-life balance variables or leadership support as factors that strengthen or weaken the influence of workload, job satisfaction, and work motivation on turnover intention. This approach provides a more comprehensive and relevant perspective to modern work conditions and differentiates it

from previous research, which generally only examines the direct influence between variables.

2. LITERATURE REVIEW

2.1 *Turnover Intention*

Turnover intention is an individual's desire to leave an organization. This desire, along with an evaluation of their current position based on dissatisfaction, can influence a person's decision to leave and find another job outside the company. Turnover intention is a form of permanent employee dismissal from a company, whether carried out by the employee themselves (voluntarily) or by the company, which can result in high recruitment, selection, and training costs [8]. One important rationale for employee turnover intention is that potential employees can be further developed in the future and can be raised to a higher level of productivity, and can also make a significant contribution to the company. This can also increase salaries and rewards. Therefore, human resource development plays a crucial role and is a link with employee turnover intention [9]. The factors that influence turnover intention are workload, job satisfaction, and work motivation. Meanwhile, indicators of turnover intention are the emergence of thoughts of leaving the job, the desire to leave the organization, and the desire to find a new job.

2.2 *Workload*

Workload is a condition of work with a description of tasks (task demands) that must be completed within a time

specified by the company [2]. Many series of activities need to be completed by workers within a certain time. If workers are able to manage their work well, they can adapt to the many responsibilities. However, if workers are unable to carry out the work and obligations and activities, it will become an excessive burden [10]. Basically, workload refers to the number of tasks and responsibilities that must be carried out by each individual or team in an organization. In managing workload, there are several things that need to be considered, including clear identification and assignment of tasks to each individual, analysis of work capacity and considering other factors that can affect workload, such as resource availability, strategic organizational priorities, and efficient time allocation [11]. The factors that influence workload are internal factors (originating from within the employee) and external (from outside the employee). While indicators of job satisfaction and work motivation. Meanwhile, the load indicators are work conditions and use of working time.

2.3 Job Satisfaction

Job satisfaction is a worker's perception of how well their work as a whole satisfies their needs [4]. Job satisfaction reflects a person's feelings about their job and is reflected in their daily behavior and attitudes, typically expressed through positive work responses. It's important to recognize that job satisfaction is a factor that drives employees to work harder and also serves as motivation [12]. Indicators of job

satisfaction include promotion and communication.

2.4 Work Motivation

Work motivation is a desire that arises within a person or individual because that person is inspired, encouraged, or driven to carry out activities with pleasure and sincerity so that good and quality results can be achieved [10]. According to [13], work motivation is a process that explains a person's strength (intensity), direction (direction), and persistence (persistence) in an effort to achieve goals. According to [14], motivation is a series of processes that arouse (erose), direct (direct), and maintain (maintain) human behavior towards achieving goals. The indicators of job satisfaction are relationships with coworkers and supervision.

3. METHODS

This research was conducted at PT. Rohul Sawit Industri Ujung Batu, located in Sukadamai Village, Ujung Batu District, Rokan Hulu Regency, Riau Province. Jalan Lingkar Durian Sebatang, or approximately 140 km from the provincial capital (Pekanbaru), and 5 km from the town of Ujung Batu District. The consideration of this research is to determine the effect of workload, job satisfaction, and work motivation on turnover at PT. Rohul Sawit Industri Ujung Batu.

According to [15], a population is a collection of individuals consisting of objects or subjects occupying a particular area that have certain characteristics and qualities that will later be used by researchers to draw conclusions by studying and examining the characteristics of each individual. In this study, researchers took a population of 186 permanent employees. The sample is part of the number and characteristics possessed by the population. In determining the number of

samples to be processed from the total population, it must be done with the right sampling technique so that the data obtained are truly representative. The sampling technique used in this study is the probability sampling technique. The probability sampling method is a sampling where each member of the population has an equal opportunity to be selected as a sample, so that the sample in this study is employees at PT. Rohul Sawit Industri Ujung Batu, totaling 126 employees obtained using the Morgan formula.

In this study, the researcher used descriptive quantitative research. Descriptive research is research conducted by describing or describing the situation as it is and without the intention of drawing general conclusions or generalizations. This was done with the aim of conducting data analysis. The variables linked in this study are the independent variables: workload (X1), job satisfaction (X2), and work motivation (X3), and the dependent variable: turnover intention (Y).

The data sources in this study are primary and secondary data. Primary data is data obtained directly from the first source without any intermediary. The primary data used is subject data in the form of opinions and characteristics of respondents. The data was obtained through a questionnaire in the form of structured questions, where questions and statements were given. Secondary data is data obtained by reading and studying and understanding through other media sourced from literature, books and company documents. The secondary data used in this study is a company document with the title of the research. In this study, data processing used SPSS 25. In addition, the measuring instrument used in this study is a questionnaire containing statements. The preparation of the questionnaire based on the theory was developed in indicators and will be developed in statement items.

In this data analysis method, researchers will conduct a testing process and examine the existing data, and then draw conclusions from the results of this data analysis.

The initial step in the research is a validity test. Validity testing is a test conducted to determine whether the measuring instrument used to measure the data is valid or usable. The test is conducted using the following criteria: If the calculated $r > \text{table } r$, the question is declared valid. If the calculated $r \geq \text{table } r$, the question is declared invalid.

The next step, a reliability test, was used to determine whether the measuring instrument (questionnaire) consistently measured the same symptoms. Questions that had been declared valid in the validity test were determined using the following criteria: a Cronbach's Alpha value above 0.7 indicates the questionnaire is reliable and can be distributed to respondents as a research instrument.

The next step was a normality test. The purpose of the normality test is to determine whether the variables are normally distributed. A good regression model has a normal or near-normal data distribution. Therefore, the normality test was performed on the residual values, not on each variable individually. To determine whether the data were normally distributed, this study used a P-plot and the Kolmogorov-Smirnov statistical test with the following research criteria [16]. A significant value > 0.05 means the data is normally distributed and a significant value < 0.05 means the data is not normally distributed.

The Multicollinearity Test determines whether there is a significant correlation between independent variables in a regression model. This test should not have multicollinearity. A regression model is said to be good if it shows multicollinearity and the results of this test help guarantee the quality of the model [17]. The multicollinearity test can be determined from the VIF (Variance Inflation Factor) value [18]. To determine the presence or absence of multicollinearity in the regression model, the following procedure is carried out: If the tolerance value is < 0.10 , multicollinearity occurs. Conversely, if the tolerance value is > 0.10 , multicollinearity does not occur. If the

VIF is >10 , multicollinearity occurs, and if the tolerance value is <0.10 , multicollinearity does not occur.

Heteroscedasticity Test (Scatterplot), Scatterplot is a graph used in the Heteroscedasticity test to detect the presence of heteroscedasticity in a linear regression model. Scatterplot displays the relationship between residual values (or studentized residuals) and predicted values (ZPRED). Scatterplot interpretation is done by looking at the distribution pattern of points on the graph. If the points spread randomly above and below zero and do not form a certain pattern (such as conical, wide, or wavy), then it can be concluded that there is no heteroscedasticity. Conversely, if the points form a certain pattern, then it indicates the presence of heteroscedasticity in the regression model. Scatterplot is used as a supporting test to ensure the stability of residual variance in regression analysis.

Heteroscedasticity Test (Glejser) The Glejser Test is a heteroscedasticity test method used to detect heteroscedasticity in linear regression models. This test is performed by regressing the absolute value of the residuals against the independent variables. The goal is to determine whether the independent variables have a significant effect on the residuals, indicating unequal error variances. The decision-making criteria for the Glejser Test are: if the significance value is >0.05 , it can be concluded that there is no heteroscedasticity; if it is <0.05 , it can be concluded that there is heteroscedasticity. Thus, the Glejser Test helps ensure that the regression model meets the homoscedasticity assumption, thus making the analysis results more valid and reliable.

Coefficient of Determination (R^2) Analysis: The coefficient of determination is useful for measuring the model's ability to explain variation in the independent variables. A small R^2 value indicates that the independent variables' ability to explain variation in the dependent variable is limited. The coefficient of determination is between zero and one. A small R^2 value indicates that the independent variables' ability to explain

variation in the dependent variable is very limited. A value close to one means that the independent variables provide almost all the information needed to predict the variation of the dependent variable.

Multiple Linear Regression Analysis Multiple linear regression analysis is a statistical analysis method used to determine the effect of two or more independent variables on a single dependent variable. This analysis aims to measure the direction and magnitude of the influence of each independent variable, either partially or simultaneously, on the dependent variable. It is an approach used to define the mathematical relationship between the independent variables (X) and the dependent variable (Y).

The t-test is used to test the partial effect of the independent variables on the dependent variable, assuming that other variables are held constant, with a standard error tolerance limit of 5% ($\alpha = 0.05$). The test criteria are: $t_{count} > t_{table} = H_0$ is rejected, H_1 is accepted, and $t_{count} < t_{table} = H_0$ is accepted, H_1 is rejected.

Simultaneous Test (F-Test) The F-test is used to test the simultaneous influence between independent variables on dependent variables with the assumption that other variables are considered constant, with a standard error tolerance limit of 5% ($\alpha = 0.05$) with the following criteria: $F_{count} > F_{table} = H_0$ is rejected, H_1 is accepted and $F_{count} < F_{table} = H_0$ is accepted, H_1 is rejected.

4. RESULTS AND DISCUSSION

4.1 General Description of Respondents

This study involved 126 employees of PT. Rohul Sawit Industri Ujung Batu, with respondent characteristics including age, gender, education level and length of service. Based on the results of data processing, most respondents aged 36-45 years dominated with a percentage of 52%. In line with Santrock's opinion, (2019) Based on the results of this study, most respondents were aged 36-45 years, this shows that employees are in the

productive age phase, where they are often at the peak of their careers and work responsibilities and family roles are complex, so that the workload they feel can be higher than other age groups. Thus, this productive age makes a major contribution to increasing the ability, experience, and motivation to develop in a competitive work environment.

In terms of gender, the majority of respondents were male (92%), while females were (8%). The dominance of male respondents. This condition can illustrate that most male employees have a level of workload perception patterns, job satisfaction, and work motivation that are typical in the context of modern organizations. Meanwhile, empirical studies that cause men to experience work fatigue at the "moderate" work level are more frequent than female workers, and excessive workload is one of the risk factors for this fatigue [19]. In addition, their job satisfaction is often influenced by several factors, such as rewards, development opportunities, and a challenging work environment. Male employees tend to show higher levels of job satisfaction than female employees because they have stronger motivation. This indicates that men may evaluate their job satisfaction not only from the traditional aspects of compensation or recognition, but also through the balance between work and personal life. Thus, for male respondents, job satisfaction can depend greatly on how the organization manages the workload and provides support for work-life balance, not solely on financial rewards [20]. In terms of work motivation, men are more driven by work challenges and opportunities to demonstrate their abilities.

In terms of education level, the majority of respondents had a high school/vocational high school education (75%), junior high school (12%), bachelor's degree (8%), and diploma (5%). A high level of education can increase an individual's awareness of organizational values and work responsibilities, thus having a positive impact on work. Overall, the number of employees with a high school/vocational high school

education was higher than others. This indicates that respondents with a high school/vocational high school education in the research context tend to face unique challenges related to workload, job satisfaction, and work motivation, as this level of education can influence their perceptions of job task structure and career opportunities. In terms of workload, workers with a high school/vocational high school education may experience greater physical or operational burdens when work tasks are routine or technical, especially when the organization does not provide adequate autonomy or training [21]. In terms of job satisfaction, it shows that education can impact employee satisfaction, indicating that other aspects such as competence and motivation can be more dominant (Arafah & Romadhon, 2024). In addition, the work motivation of respondents with high school/vocational high school education can be mixed, intrinsic motivation may be triggered by a sense of technical responsibility and job stability, while extrinsic motivation appears in the form of compensation and recognition on job satisfaction [22].

Based on length of service, the majority of respondents (43%) have worked for 11-20 years. Based on this length of service, the majority of employees have worked for a considerable amount of time and possess extensive experience in carrying out their duties. This length of service reflects a strong level of employee loyalty and commitment to their work, and demonstrates a strong understanding of the work system, operational standards, and applicable work culture.

4.2 Data Quality

1. Validity Test

To verify the accuracy of the data collected by the questionnaire, a validity check was conducted. The sample size used in the validity test was 126 respondents. This test was conducted using the SPSS version 25 analysis tool. Validity testing was performed by comparing the Corrected Item Total Correlation (COC) with a critical value of 0.5.

If the COC is >0.5 , the statement is considered valid. Conversely, if the COC is <0.5 , the statement is considered valid. The results of

the validity test from this study can be seen in the following table:

Table 1. Validity Test Result

Variable	Indikator	rhitung	rtabel	Decision
Turnover Intention (Y)	Item 1	0,660	0,175	Valid
	Item 2	0,600	0,175	Valid
	Item 3	0,881	0,175	Valid
	Item 4	0,885	0,175	Valid
	Item 5	0,829	0,175	Valid
	Item 6	0,834	0,175	Valid
Workload (X1)	Item 1	0,953	0,175	Valid
	Item 2	0,797	0,175	Valid
	Item 3	0,825	0,175	Valid
	Item 4	0,846	0,175	Valid
Job Satisfaction (X2)	Item 1	0,515	0,175	Valid
	Item 2	0,752	0,175	Valid
	Item 3	0,787	0,175	Valid
	Item 4	0,843	0,175	Valid
Work Motivation (X3)	Item 1	0,732	0,175	Valid
	Item 2	0,729	0,175	Valid
	Item 3	0,789	0,175	Valid
	Item 4	0,436	0,175	Valid

Source: Processed Data SPSS 25

Based on the calculation of the Pearson correlation value of each statement item in each variable, it can be seen that after conducting the validity test, all statement items for each variable (turnover intention, workload, job satisfaction and work motivation) have a calculated r value $>$ r table. $Df = 126 - 2 = 124$ (0.175) thus it can be concluded that all items for each variable meet the requirements for validity.

2. Reliability Test Result

To determine the correlation between each variable indicator, a Cronbach's Alpha (α) test was conducted. The sample of 126 respondents used in this reliability test was conducted using SPSS version 25. A variable is considered reliable if its Cronbach's Alpha (α) value is >0.7 . The following table shows the reliability results from this study:

Table 2. Reliability Test

No	Variable	Number of Item in a Variable	Cronbach' Alpha	Desicion
1	Turnover Intention (Y)	6	0,795	Reliabel
2	Workload (X1)	4	0,822	Reliabel
3	Job Satisfaction (X2)	4	0,791	Reliabel
4	Work Motivation (X3)	4	0,765	Reliabel

Source: Processed Data SPSS 25

From the calculation results of Cronbach's Alpha, it can be seen that the Cronbach's Alpha value for each variable is as follows: Turnover Intention (Y) (0.795), Workload (X1) (0.822), Job Satisfaction (X2) (0.791) and Work Motivation (X3) (0.765). Thus, it can be said that all variables are

reliable, because they have a Cronbach's Alpha of more than 0.7

4.3 Classical Assumption Test

1. Normality Test

A normality test is performed to verify a regression model and determine

whether a distribution is normal. Normality can be seen from the distribution of points along the diagonal axis of a graph. Data are considered normal if the points are spread around the diagonal line and follow the direction of the diagonal line. Data normality

testing was also conducted using the One-Sample Kolmogorov-Smirnov Test. The normality test was conducted to determine whether the data samples used were normally distributed or not.

Table 3. Normality Test *One-Sample Kolmogorov-Smirnov Test*

One-Sample Kolmogorov-Smirnov Test		
		Unstandardized Residual
N		126
Normal Parameters ^{a,b}	Mean	.0000000
	Std. Deviation	2.99314437
Most Extreme Differences	Absolute	.047
	Positive	.047
	Negative	-.041
Test Statistic		.047
Asymp. Sig. (2-tailed)		.200 ^{c,d}
a. Test distribution is Normal.		
b. Calculated from data.		
c. Lilliefors Significance Correction.		
d. This is a lower bound of the true significance.		

Source: Processed Data SPSS 25

Based on table 3, it can be seen that the significance value of Asymp.Sig.(2-tailed) on the variables in the One-Sample Kolmogorov-Smirnov Test is greater than 0.05, namely 0.200. This states that the data is normally distributed, therefore the hypothesis testing is carried out using multiple linear regression testing.

This test is used to determine whether there is a correlation between the independent variables. Multicollinearity can be determined from the Tolerance and Variance Inflation (VIF) value. A regression model is considered free of multicollinearity if the Tolerance value is > 0.10 or the VIF value is < 10. The following is the feed for the results of the multicollinearity test:

2. Multicollinearity Test

Table 4. Multicollinearity Test

Coefficients ^a					
Model	Unstandardized Coefficients		Standardized Coefficients	Collinearity Statistics	
	B	Std. Error	Beta	Tolerance	VIF
1 (Constant)	25.371	3.115			
Beban kerja	-.404	.119	-.293	.990	1.010
Kepuasan kerja	-.086	.153	-.050	.948	1.055
Motivasi kerja	-.127	.182	-.062	.939	1.065

a. Dependent Variable: Turnover Intention

Source: Processed Data SPSS 25

Based on table 4, it can be seen that the VIF value indicates a workload of 1.010, job satisfaction of 1.055, and work motivation of 1.065. This indicates that there are no independent variables that have a VIF of more

than 10. So, it can be said that there is no multicollinearity between the independent variables in the regression model. The results also show that the Tolerance value of each variable is less than 0.1. Therefore, it can be

concluded that there is no multicollinearity from the Tolerance assessment in the regression model.

3. Heteroscedasticity Test

The purpose of the heteroscedasticity test is to determine whether there is inequality in the residual variances between individual observations in a regression model. An

effective regression model exhibits homoscedasticity, not just heteroscedasticity.

Data testing is performed to obtain more accurate results by conducting the Glejser Test to prove the absence of heteroscedasticity. The Glejser test concludes that if the significance value is >0.05, then there are no symptoms of heteroscedasticity.

Table 5. Glejser test

Coefficients ^a					
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	.011	1.817		.006	.995
Workload	.154	.070	.198	2.221	.391
Job Satisfaction	.074	.089	.075	.827	.410
Work Motivation	-.032	.106	-.028	-.303	.763

a. Dependent Variable: Turnover Intention

Source: Processed Data SPSS 25

The basic way of making decisions using the Glejser test is that if the significant value is greater than the alpha level of 0.05, then heteroscedasticity does not occur. Likewise, if the significant value is smaller than the alpha level of 0.05, then heteroscedasticity occurs. The results of the Glejser test in table 5.14 show that the significant value in the independent variable table is workload 0.391 > 0.05, job satisfaction 0.410 > 0.005, and work motivation 0.763 >

0.05. So, it can be concluded that there is no heteroscedasticity.

4.4 Test the Effect

1. Coefficient of Determination Test (R²)

The coefficient of determination is used to demonstrate the extent of the influence of the independent variable on the dependent variable, as determined by the Adjusted R-Square value, as shown in Table 6 below:

Table 6. Results of the Coefficient of Determination Test (R Square)

Model Summary ^b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.655 ^a	.429	.415	3.737
a. Predictors: (Constant), Motivasi kerja, Beban kerja, Kepuasan kerja				
b. Dependent Variable: Turnover intention				

Source: Processed Data SPSS 25

Based on the results of table 6., the coefficient of determination (r²) test above shows that the Adjusted R Square value is 0.415, which shows that the turnover intention variable is influenced by the workload, job satisfaction and work motivation variables by 41.5%, while the other 58.5% is influenced by other factors not

examined by the researchers in this study, namely, organizational commitment, work stress, compensation, leadership style, organizational culture and work discipline.

2. Multiple Linear Regression Analysis

A multiple regression analysis was conducted to examine the relationship between the independent variables (workload, job satisfaction, and work

motivation) and the dependent variable (turnover intention). The test results are shown in the table below:

Table 7. Multiple Linear Analysis Coefficient Values

Model		Coefficients ^a			t	Sig.
		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta		
1	(Constant)	12.272	3.655		3.358	.001
	Workload	.869	.091	.653	9.528	.000
	Jib Satisfaction	-.235	.083	-.241	-2.832	.006
	Work Motivation	-.296	.090	-.257	-3.311	.001

a. Dependent Variable: Turnover intention

Source: Processed Data SPSS 25

Based on the results obtained from the regression coefficients above, a regression equation can be created as follows:

$$Y = 12.272 + 0.869 X_1 + (-0.235) X_2 + (-0.296) X_3 + e$$

Where:

Y: Turnover Intention

X1: Workload

X2: Job Satisfaction

X3: Work Motivation

E: Standard Error

Based on the SPSS version 25 calculation above, the following conclusions can be drawn:

- 1) A constant of 12.272 means that if the workload (X1), job satisfaction (X2), and work motivation (X3) variables are 0 (zero), turnover intention will decrease by 12.272 units.
- 2) The regression coefficient for the workload variable is 0.869. This indicates that workload has a positive regression coefficient, meaning that every 1-unit increase in workload will increase turnover intention by 0.869.
- 3) The regression coefficient for the job satisfaction variable is -0.235. This indicates that job

satisfaction has a negative regression coefficient, meaning that every 1-unit increase in job satisfaction will decrease turnover intention by -0.235.

- 4) The regression coefficient for the work motivation variable is -0.296. This indicates that work motivation has a negative regression coefficient, meaning that every 1-unit increase in work motivation will decrease turnover intention by -0.296.
- 5) The standard error (e) is a random variable and has a probability distribution. The standard error (e) represents all factors that influence Y but are not included in the equation.

4.5 Hypothesis Testing

1. t-Test (Partial)

The t-test (Partial) is conducted to determine the influence of each independent variable on the dependent variable. The basis for decision making in the t-test (Partial) is if the calculated t value > t table or the significance value < 0.05 then there is a partial influence between the independent variable and the dependent variable and the hypothesis is accepted. If the calculated t value < t table and the significance value > 0.05 then there is no partial influence between the

independent variable and the dependent variable so the hypothesis is rejected.

Table 8 Results of t-Test (Partial)

Coefficients ^a					
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	12.272	3.655		3.358	.001
Workload	.869	.091	.653	9.528	.000
Job Satisfaction	-.235	.083	-.241	-2.832	.006
Work Motivation	-.296	.090	-.257	-3.311	.001

a. Dependent Variable: Turnover intention

Source: Processed Data SPSS 25

From the results of the t-test table, each calculated t value and the significance of the independent variable can be seen. The t-table value is known with the n-k equation, $\alpha; 0.05 = 126 - 3 = 123; 0.05 = 1.657$, thus the following results are obtained:

1) Workload (X1)

Workload's effect on turnover intention (Y) has a calculated t-value of $9.528 > t$ -table value of 1.657 and a significance value of $0.000 < 0.05$. Therefore, H_0 is rejected. This means that the workload variable has a positive and significant effect on turnover intention.

2) Job Satisfaction (X2)

Job satisfaction's effect on turnover intention (Y) has a calculated t-value of $2.832 > t$ -table value of 1.657 and a significance value of $0.006 < 0.05$. Therefore, H_0 is rejected. This means that job satisfaction has a

negative and significant effect on turnover intention.

3) Work Motivation (X3)

Work motivation has a $|t_{hitung}|$ of $3.311 > t$ table of 1.657 and a significance level of $0.001 < 0.05$, thus rejecting H_0 . This means that job satisfaction has a negative and significant effect on turnover intention.

2. F-Test (Simultaneous)

The F (Simultaneous) test is used to determine the influence between independent variables (workload, job satisfaction and work motivation) and dependent variables (turnover intention) together or simultaneously [23]. The existence of a simultaneous influence between variables can be seen if the F count value $> F$ table with a significance of < 0.05 then the hypothesis is accepted and if the F count value $< F$ table with a significance of > 0.05 then the hypothesis is rejected.

Table 9. F-Test (Simultaneous)

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1282.804	3	427.601	30.611	.000 ^b
	Residual	1704.184	122	13.969		
	Total	2986.988	125			

a. Dependent Variable: Turnover intention

The table above shows the calculated F value of 30.611. Furthermore, when

compared with the obtained F table, the following F table values are obtained:

$$F = n-k-1$$

$$F = 126-3-1$$

$$F = 122 (2.29) \text{ (see Appendix 13).}$$

The calculated F (30.611) is greater than the F table (2.29). This is further supported by the significance value of 0.000, which is less than 0.05, meaning that H_0 is rejected and H_a is accepted. Therefore, it can be concluded that workload, job satisfaction, and work motivation simultaneously influence turnover intention.

Discussion

The effect of Workload on Turnover Intention

The results of this study indicate a positive and significant effect between workload and turnover intention. The SPSS test yielded a t-test value of $9.528 > 1.657$, with a significance level of $0.000 < 0.05$. This indicates that the higher the perceived workload, the higher the turnover intention. The results of this study are similar to those presented by [3], who stated that workload influences turnover intention. Workload is one of the factors that contribute to employee turnover. Employees feel overwhelmed by the amount of work they are doing, making them unable to complete it within the stipulated timeframe. Workload has an effect on turnover intention, where the greater the workload, the higher the employee turnover intention. Conversely, the smaller the workload, the lower the employee turnover intention. Workload has factors that must be met, such as internal and external factors, so employees will feel more motivated and improve their performance. This research is also supported by empirical findings from previous studies, such as research by [24], [25] and [26], which show that workload has a positive and significant influence on turnover intention.

The Influence of Job Satisfaction on Turnover Intention

The results of this study indicate a negative and significant effect between job

satisfaction and turnover intention. The SPSS test yielded a $|t_{hitung}| > t_{tabel} = 2.832 > 1.657$, with a significance value of $0.006 < 0.05$. This indicates that the higher the level of job satisfaction experienced by employees, the lower the level of turnover intention.

The results of this study are similar to those presented by [5], who stated that job satisfaction influences turnover intention. Job satisfaction is one of the factors that influence employee turnover. Job satisfaction has motivational factors such as achievement, recognition, responsibility, and career advancement. When these factors are met, employees will feel more motivated and their performance will improve. This research is also supported by empirical findings from previous studies, such as those by [27], [28], and [29], which show that job satisfaction has a negative influence on turnover intention.

The Influence of Work Motivation on Turnover Intention

The research results show a negative and significant influence between work motivation and turnover intention. The SPSS test yielded a $|t_{hitung}| > t_{tabel} = 3.311 > 1.657$ and a significance value of $0.001 < 0.05$. This indicates that the higher the level of work motivation perceived by employees, the lower the level of turnover intention.

The results of this study are the same as those conveyed by [7] Work motivation influences turnover intention, work motivation in working has an impact on the intention to change jobs (turnover intention), which shows that employees who have a low level of work motivation tend to be interested in looking for a new job, vice versa if employees have high work motivation then employees will make a better contribution to the company and tend not to be interested in looking for a new job/intention to move (negative). According to research conducted by [27] and [28] states that work motivation has a negative and significant effect on turnover intention.

The Influence of Workload, Job Satisfaction, and Work Motivation on Turnover Intention

Based on SPSS version 25, the calculated F-test is greater than the F-table ($30.611 > 2.29$) and the significance value is less than alpha ($0.000 < 0.05$). Based on these results, the decision is to reject H_0 and accept H_a , indicating that workload, job satisfaction, and work motivation simultaneously have a positive effect on turnover intention.

The results of this study indicate that workload, job satisfaction, and work motivation play a very important and significant role in influencing turnover intention. The results also indicate that these three variables are driving factors for turnover intention. Simultaneously (F test), all three variables have a significant effect in influencing turnover intention. A positive simultaneous effect indicates that the combination of workload, job satisfaction, and work motivation provides a direction of change that is directly correlated with increased turnover intention. This means that when the three variables are analyzed together, changes in one variable will contribute to the rise and fall of turnover intention within the same model. Although partially, job satisfaction and work motivation have a negative effect on turnover intention, when the three variables are combined in a simultaneous analysis, the overall model still shows a positive relationship to variations in turnover intention. This positive direction reflects that the overall combination of variables has the ability to explain increased turnover intention in a general context. This does not mean that each variable individually increases turnover intention, but confirms the model's consistency in predicting changes in turnover intention.

Simultaneous significance also indicates that these three variables do not operate in isolation but are deeply interconnected, influencing turnover intention. This means that when a company faces increased turnover intention, it cannot be explained by a single factor, but rather by the interaction of employees' perceived

workload, their level of job satisfaction, and their work motivation. All three factors were shown to contribute jointly, resulting in a strong predictive power in the regression model. This confirms that turnover intention is a multidimensional phenomenon influenced by work pressure, perceptions of compensation and working conditions, and employees' internal drive for work. Excessive workloads can lead to stress and fatigue, leading to turnover intentions. Conversely, low job satisfaction and motivation can also strengthen employees' inclination to seek a better work environment. When these three variables are comprehensively analyzed, it is evident that companies must manage workload balance, increase job satisfaction, and strengthen motivation as a unified strategy to reduce the risk of increased turnover intention.

Thus, the results of the F test in this study provide an illustration that simultaneously workload, job satisfaction, and work motivation have a significant effect on turnover intention, so that these three variables need to be considered by organizations in making managerial decisions related to maintaining employee sustainability and company goals.

5. CONCLUSION

The conclusions of the study "The Effect of Workload, Job Satisfaction, and Work Motivation on Turnover Intention at PT. Rohul Sawit Industri Ujung Batu" are as follows:

Based on the t-test results, the Workload variable was proven to have a positive and significant effect on Turnover Intention. This indicates that the higher the level of workload perceived by employees, the higher the level of employee turnover intention. Therefore, increasing workload will be a significant factor in maintaining company productivity, resulting in decreased employee performance and a desire to leave the organization, impacting the achievement of company goals.

Based on the results of the t-test, the Job Satisfaction variable is proven to have a negative and significant effect on Turnover intention. This shows that the higher the level of job satisfaction felt by employees, the lower the level of employee turnover intention. Thus, increasing job satisfaction will be an important factor in running the company's productivity, where employees feel that their work needs and expectations are met so that employees do not have a strong reason to leave the company and provide a good contribution in achieving company goals.

Based on the t-test results, it was found that work motivation had a negative and significant effect on turnover intention. This indicates that the higher an employee's work motivation, the lower their turnover intention. Thus, work motivation has been shown to be a crucial factor in improving

company quality and productivity, as well as creating a conducive environment for employees to feel motivated to contribute their best to the company's goals.

Based on the results of the F test (simultaneous), it shows that workload, job satisfaction, and work motivation have a simultaneous and significant effect on turnover intention. When these three variables are analyzed comprehensively, it is proven that companies must manage workload balance, increase job satisfaction, and strengthen motivation as a unified strategy in reducing the risk of increasing turnover intention, so that these three variables need to be considered by organizations in making managerial decisions related to maintaining employee sustainability and company goals.

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