

The Effect of Organizational Commitment, Compensation, and Workload on Turnover Intention with Job Satisfaction as an Intervening Variable

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Abstract

This research aims to analyze the influence of organizational commitment, compensation and workload on turnover intention, with job satisfaction as an intervening variable at Elementary School (*SDIT*) Harapan Bunda Semarang. The main problems raised in this study are the existence of employees' intention to change jobs (turnover intention) and the differences in the results of previous research regarding the relationship between organizational commitment, compensation and workload to turnover intention. The research method used was a quantitative approach with an explanatory type of research. The population in this study is all 75 employees of *SDIT* Harapan Bunda Semarang, who were made respondents through the census sample technique. Data collection was carried out with a Likert scale questionnaire, while data analysis used SmartPLS-based Structural Equation Modeling (SEM) version 4.1.1.4 to test the direct and indirect relationships between variables. The results of the study show that organizational commitment does not have a significant effect on turnover intention directly, but has a positive and significant effect on job satisfaction. Compensation and workload have been proven to have a positive and significant effect on turnover intention. Job satisfaction was found to have a positive and significant effect on turnover intention (playing a role in reducing the intention to move). In mediation testing, job satisfaction was able to significantly mediate the relationship between the organization's commitment to turnover intention and the relationship between compensation and turnover intention. However, job satisfaction is not able to mediate the relationship between workload and turnover intention.

INTRODUCTION

In today's era of globalization and increasingly fierce business competition, a company's competitiveness has become a major determining factor for the success and survival of an organization. Every company strives to be superior and better than its rivals. Companies demand high adaptability and innovation, so human resources are needed who excel and have good experience in their fields. To get good and outstanding employees, the company makes various efforts in organizing and providing direction to its employees in the hope that employees can work better, achieve, and be productive. The various efforts implemented can create a gap between the company's and employees' desires which can cause problems or conflicts within the company. One of the problems that often occurs is the desire of employees to move from the company (turnover intention).

The condition and behavior of employees are one of the factors that can determine the performance of a company. A common phenomenon in a company is in good performance but disturbed by employee behavior that is difficult to prevent. One of them is the behavior of employees who want to leave and move (turnover intention) to other companies that are better

to get a better job and a better future. Turnover intention can have a significant impact on the company or the individual.

Turnover intention is a person's desire to change another workplace or company. One of the factors that affect turnover intention is job satisfaction which is an employee's positive attitude and outlook shown by a liking attitude towards their work and the work environment. High and low turnover intention can be influenced by high and low job satisfaction. Consequences of the existence of turnover intention For individuals who leave their jobs, that is, individuals need to spend more energy and time to find a new job and need to readjust to the conditions of the new company both in their work and the environment where they work. turnover intention It is also something that a company does not want. Because of the existence of turnover intention can have a negative impact on the company, such as instability in labor conditions and potential increased costs. Potential costs incurred by companies include employee training and development costs, and recruitment costs.

Research on turnover intention Employees are one of the phenomena that are of concern in the field of human resource management. Some of these studies were conducted to find out the factors that affect turnover intention to employees so that the company can determine steps to reduce turnover intention in the company. Influencing factors turnover intention Employees are very diverse, such as job satisfaction factors, organizational commitment, workload, compensation, work environment, leadership style (Efitriana & Liana, 2022; Ong & Sentoso, 2023; Tampubolon & Sagala, 2020).

This is in line with Attribution Theory, which states that when determining causes and motives about individual behavior. This theory suggests that when employees receive compensation commensurate with their workload, feel valued, have regular hours, and feel job satisfaction, then the likelihood of changing jobs will be very small. On the other hand, if employees feel that the compensation provided is not appropriate, and do not feel a sense of security at work, then the tendency to have turnover intentions will increase.

One of the factors that triggers employees' desire to change jobs is organizational commitment. Organizational commitment has a great impact on turnover intention. Organizational commitment is the psychological bond of employees to the company. This reflects how strongly the employee engages with his or her organization. Employees tend to exhibit attitudes and actions that reflect a lack of emotional attachment and loyalty to their company, such as complaining frequently about their work, avoiding tasks outside their job description, and not showing interest in taking on new responsibilities. This behavior can be an early indicator that an employee has the potential to leave the company. Low organizational commitment can significantly increase turnover intention. Research conducted by (Harsono & Aprilianty, 2022) at the Al Mujahidin Pamulang Foundation shows that the organization's commitment has a positive and significant influence on turnover intention. Employees who are loyal to an organization to stay with the organization for continued success and progress. High employee commitment is those who prioritize staying and working in the organization rather than leaving the organization (Grace, 2020).

In addition to the organization's commitment turnover intention can be controlled through compensation. According to Efitriana & Liana, (2022) show that compensation has a significant influence on turnover intention, where the lower the compensation the employee receives, the higher the turnover intention, and conversely, an increase in compensation received by employees will decrease turnover intention. Employees feel that the salary received is not in accordance with what has been done according to their responsibilities. Compensation is always a concern for employees at work because compensation is a source of income to meet their daily needs. By providing high compensation to employees, it can reduce turnover intention. If an employee is met his needs economically, then work performance increases which has an impact on the decline turnover intention. The value of compensation given to

employees will make employees have high loyalty so that they can minimize the level of turnover intention (Aurelia & Tholok, 2024).

In addition to compensation that can affect turnover intention There are still other factors that affect turnover intention i.e. workload. Workload is a factor that can affect the level of turnover intention. The workload borne by employees varies from one employee to another due to various types of work. Each job has different levels of responsibility and work demands. So that the speed and productivity of employees in completing their tasks also vary. There is a dimension of the use of employee working time who brings their work home because of many work tasks and also takes longer to complete because companies often provide additional work outside their main jobdesk, this causes many employees who want to leave because of fatigue while working plus a high workload that is not in accordance with the income received by employees (Destiani & Nurhayaty, 2024). research conducted by (Tiara Puspa Laksitasadewi et al., 2025) Excessive workload has a positive and significant relationship with turnover intention.

Job satisfaction plays an important role in encouraging employees to achieve better. So that employees are willing to work hard according to their abilities in order to achieve the goals of a company. Job satisfaction is one of the positive characteristics that benefit employees and the organization, job satisfaction refers to pleasant or positive emotional states that arise from the evaluation of the work done or experience at work (Leadership et al., 2022). Basically, an employee's job satisfaction depends on the difference in expectations, needs, or values with what according to his feelings or perceptions have been obtained or achieved through his work, a person is said to be satisfied when there is no gap (difference) between what is desired and his perception of reality.

Pre-survey observation of turnover intention indicators for 20 employees, there were 10 employees who chose SS (Strongly Agree) and S (Agree), namely wanting to move (turnover intention). The phenomenon of high intention to move can be understood through two tendencies in employee behavior, namely on the one hand, there are employees who show open behavior. Employees in this group usually do not hesitate to express their dissatisfaction, as well as actively seek career opportunities in other agencies. This behavior is crucial to watch out for because their vocal attitude can create a contagion effect (domino effect) on other employees who are not included in the pre-survey sample. On the other hand, there are also employees who show closed behavior. They tend to hide the intention to go out in a way that stays at work. This trait is often deceptive. This remains a serious threat to schools because their commitment has actually been lost even though they are still physically at school. Therefore, follow-up research was carried out at *SDIT* Harapan Bunda Semarang with a total of 75 employees.

It was found that there were inconsistencies in the results of previous research. This research was only completed with research GAP with job satisfaction as Intervening against turnover intention, this is in accordance with attribution theory (attribution theory) which links job satisfaction as intervening to control turnover intention by using organizational commitments, compensation, and workloads. In research (Hidayanti et al., 2024; Tampubolon & Sagala, 2020) shows that organizational commitment has a positive and significant influence on turnover intention, increasing organizational commitment because employees have high education, a sense of respect and a need. These results are reinforced by research conducted by Grace, (2020); Harsono & Aprilianty, (2022) When the organizational commitment of the employees is high, the desire to turnover intention will be low. This is not in accordance with the statement (Hamsal et al., 2023; Jariyah & Swasti, 2022)The higher the organization's commitment, the longer it still does not change the intention to move employees because the organization's commitment alone is not enough, it must be supported by good income or rewards and good future opportunities. The results of the study are also not in accordance with

the research (Abdullah et al., 2024) that the organization's commitment has no effect on the turnover intention.

Research conducted by Efitriana & Liana, (2022) showed results that compensation has a positive effect on turnover intention. By showing that the higher the compensation given to employees, the higher the level of turnover intention in employees can increase employee loyalty and minimize the level of turnover intention that occurs. Same results as research from (Aurelia & Tholok, 2024). This is not in accordance with the statement (Jienendra Ichsan Pradana, 2022; Sugianto et al., 2022) that compensation has no effect on turnover intention. And this result is also strengthened by research by Amanda Nurfahrani, (2022) that compensation has no effect on the possibility of wages received by employees being considered insufficient to meet the needs of employees' lives.

Research conducted by Destiani & Nurhayaty, (2024); Muhammad Regito, (2024) shows that the workload has a positive effect on turnover intention. These results are reinforced by research Tian Abdan Hisbih, (2023); Sarbulloh, (2022) which shows that an increasingly high workload will increase turnover intention to employees. Different results are shown by research Nisa et al., (2019) employees of PT. APM means that the workload is their responsibility as workers and the benefit of employees is that the workload makes the company hold overtime and employees get incentive money from the burden. Similar results by research Audina et al., (2023) that workload has no effect on turnover intention. Workload is not the only factor in turnover intention (Purwati et al., 2020).

Based on the phenomenon of existing problems and several research gaps are the main reasons to conduct research on factors that affect turnover intention, with variables of organizational commitment, compensation, and workload, and job satisfaction as intervening variables.

The formulation of the problem in this study is based on the phenomenon occurring at *SDIT Harapan Bunda*, where several employees show an intention to resign or move to another workplace, as well as the inconsistencies found in previous research as described in Table 1.2 of the Research Gap. This study is directed at identifying efforts to reduce turnover intention by placing job satisfaction as an intervening variable. Accordingly, this research seeks to examine whether organizational commitment, compensation, and workload influence turnover intention; whether organizational commitment, compensation, and workload influence job satisfaction; whether job satisfaction influences turnover intention; and whether job satisfaction is able to mediate the effect of organizational commitment, compensation, and workload on turnover intention.

Based on the problem formulation above, the objectives of this study are to analyze and empirically prove the effect of organizational commitment on turnover intention, the effect of compensation on turnover intention, and the effect of workload on turnover intention. In addition, this study also aims to analyze and empirically prove the effect of organizational commitment on job satisfaction, the effect of compensation on job satisfaction, and the effect of workload on job satisfaction. Furthermore, this study intends to analyze and empirically prove the effect of job satisfaction on turnover intention, as well as to test the role of job satisfaction as an intervening variable in mediating the influence of organizational commitment, compensation, and workload on turnover intention.

The benefits of this research are expected to be both theoretical and practical. Theoretically, this study is expected to enrich the development of human resource management literature, particularly regarding turnover intention, organizational commitment, compensation, workload, and job satisfaction as an intervening variable. Practically, the findings of this study are expected to provide useful insights for the management of *SDIT Harapan Bunda* in

formulating policies to reduce employee turnover intention through strengthening organizational commitment, improving compensation systems, managing workload more effectively, and increasing employee job satisfaction. In addition, this research may also serve as a reference for future researchers who are interested in examining similar topics in different organizational settings.

METHOD

Types of Research

The type of research used was explanatory with a quantitative approach. Explanatory research is a type of research that intends to explain the causal relationship between variables that affect the hypothesis and in general the data presented is in the form of numbers calculated through statistical tests (Sugiyono, 2018). The quantitative approach is a research approach that uses numerical data processed by statistical methods, this research is prepared as a deductive research, namely finding and collecting data in the field with the aim of finding out the factors, elements of form, and a nature of phenomena that exist in society. This study was used to test the hypothesis and explain the influence between independent variables (organizational commitment, compensation, and workload) on bound variables (Turnover Intention) with job satisfaction as an intervening variable.

Research Variables

A research variable is an attribute or trait or value that comes from people, objects, or activities that have certain variations and are determined by the researcher to be studied and drawn conclusions (Ismartaya, 2024). The research variables in this study are divided into three, namely:

1) Independent Variables

Independent variables as independent variables, predictors, stimuli, exogenous variables. Independent variables can stand alone and do not depend on other variables (Sugiyono, 2018). In this study, the independent variables include organizational commitment (X1), compensation (X2), and workload (X3). The three variables in the Structural Equation Modeling (SEM) analysis method are called independent variables.

2) Intervening Variable

Intervening variables are often called intermediate variables, which are variables that result in independent variables and dependent variables having an indirect relationship. With the presence of intervening variables, independent variables do not directly affect the change in dependent variables but must go through intervening variables first (Elvera and Astarina, 2021). The intervening variable in this study was job satisfaction (Z). The interpretation of job satisfaction affects the relationship between organizational commitment, compensation and workload to turnover intention, so that organizational commitment, compensation and high workload will have more impact if supported by job satisfaction.

3) Dependent Variable

Dependent variables are variables that are influenced by independent variables, meaning that these variables are outputs that arise due to the presence of independent variables/bound variables (Elvera & Astarina, 2021). In this study, the dependent variable is turnover intention (Y).

Population and Sample

Population is a whole of research objects or subjects that have certain characteristics to be researched and concluded. The population in this study is employees at *SDIT Harapan Bunda Semarang Semarang* which totals 75 employees.

A sample is a part of the number and characteristics possessed by a population. A sample is a number of individuals selected from the population and are part of the overall population member. A good sample has a representative nature of the population, if the sample is not

representative, it cannot be generalized to the population. The technique used in this study is the census sampling technique, which is the method of drawing samples with all members of the population used as samples. The number of samples used in this study was 75 employees at *SDIT Harapan Bunda Semarang*.

Data Types and Sources

Data is all facts and figures that can be used as material to compile information that is obtained in the field when conducting research and has not been obtained. Based on the type of data above, the data used in this study are:

1. Primary Data

Primary data is a data source that directly provides data to data collectors. In this study, it was carried out by distributing questionnaires, namely distributing questions with answers referring to the likert scale.

Data Collection Methods

The data collection method used is a questionnaire or questionnaire, it is a data collection technique using a form containing questions that are asked in writing to the respondents to get answers or responses and the necessary information, the questionnaire or questionnaire contains research variables that are distributed to employees of *SDIT Harapan Bunda Semarang*. Questionnaire is a method that is carried out by giving a set of written questions to respondents so that they can be answered (Sugiyono, 2020). The sources of data for this research are questionnaires, journals, previous research, and internal data of research institutions. Meanwhile, the questionnaire used is a multiple-choice questionnaire.

Data Analysis Techniques

Data analysis is a process of simplifying data into a form that is easier to read and iterate on. The research uses quantitative methods to obtain more accurate measurement results regarding the responses given so that the data can be processed using statistical methods. The stages of the SmartPLS analysis tool version 4.1.1.4 consist of three parts, namely the measurement model (outer model), structural model (inner model), and hypothesis testing.

1. Evaluation of Measurement Models (Outer Model)

The measurement model (outer model) explains the correlation of each indicator with latent variables. The steps of the measurement model using reflective indicators are carried out as follows:

a. Convergent Validity Test

Test Convergent Validity Judging from the correlation of item score / Component Score with construct score in the output results of PLS. Value convergent validity is called good when the correlation value ≥ 0.70 . However the value ≥ 0.6 is considered sufficient in the initial scale development.

b. Discriminant Validity Test

Test Discriminant Validity aim to test items or indicators of two constructs that should not be highly correlated. Discriminant Validity of the measurement model with reflexive indicators are assessed based on Cross Loading measurement with constructs. Other methods for assessing Discriminant validity is by comparing the values of square root of average variance extracted (AVE) any construct with any other construct in the model. If the square root value of AVE of each construct is greater than the correlation value between the construct and the other constructs, then it can be interpreted as having a value Discriminant validity good. Recommended AVE values should be $\geq 0,50$. Discriminant validity can also be seen from the value Cross Loading (Ghozali, 2021).

c. Composite Reliability Test

The composite reliability test is intended to test whether the item/indicator of the instrument can be used to make measurements more than twice (over time) with accurate

results. Generally, the type of reliability that is often used is internal consistency reliability, which is by evenly distributing the correlation between items in the test.

Composite reliability is based on the output results of PLS, namely by looking at the cronbach alpha value. An indicator can be called reliable if the cronbach alpha is more than 0.7 ($\alpha > 0.7$).

d. Reliability Test

Test Reliability is a term used to indicate the extent to which a relaitf measurement result is consistent when the measurement is repeated two or more. The reliability of a measurement reflects whether a measurement can be error-free, thus providing consistent results under different conditions and on individual items in the instrument. The technique used in this study is to use Cronbach's Alpha which shows the internal consistency and homogeneity between the variables studied. Coefficients Cronbach's Alpha It is divided into three groups of criteria as follows:

- 1) If Cronbach's Alpha is between 0.80 - 1.00, it is categorized as good reliability.
- 2) Cronbach's Alpha coefficient between 0.60 - 0.79 is categorized as acceptable reliability.
- 3) Cronbach's Alpha coefficient of less than 0.60 is categorized as poor reliability.

2. Evaluation of Structural Models (Inner Model)

The structural model evaluation uses R-square for dependent variables and path coefficient values for independent variables which are then assessed for significance based on the t-statistical value of each path.

a. R-square

Value R-square is the coefficient of determination in endogenous constructs. In general, niali R-square by 0.67 (strong), 0.33 (moderate), and 0.19 (weak). Coefficient of determination (R-square Adjusted) is used to indicate how much influence the influencing variable has on the affected variable. Value changes R-square can be used to assess the influence of certain independent latent variables on whether they have a significant influence on the Substantial..

b. Effect Size (f square)

Effect size (f2) is done to determine the effectiveness of the model. It is expected that the value is greater than 0.15 so that the model is at least good enough (moderate)

c. Stone-Geisser Q-square test (Predictive Relevance)

Stone-Geisser Q-square test for predictive relevance and t-test and significance of structural path parameter coefficients. Q-square measures how well the observation value is produced by the model as well as its parameters. A Q-square value greater than 0 (zero) indicates that the model has a predictive relevance value, while a Q-square value of less than 0 (zero) indicates that the model lacks predictive relevance. To calculate Q2, the formula can be used:

$$Q2 = 1 - (1 - R_1^2)(1 - R_2^2) \dots (1 - R_p^2)$$

A Q-square value greater than 0 (zero) indicates that the model has a predictive relevance value. Predictive relevance (Q2) is used to measure how well the relevance value is generated and can estimate the parameters in a structural model.

d. Goodness of Fit (gof)

Evaluation Goodness of Fit model measured using R^2 dependent latent variables with the same interpretation as regression. A model is said to be good if the gof is above 0.38. To calculate GOF, the formula can be used:

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

Next is to test the model. The model applied in PLS is a regression model with intervening variables.

e. Path Coefficient Test

Using the Bootstrapping method (5000 resampling) to obtain t-statistic and p-value. Hypothesis testing criteria:

Significant if the t-statistic > 1.96 or p-value < 0.05 (two-tailed).

3. Hypothesis Test

Testing of the hypothesis about the relationship developed in this model using the magnitude of the value t-statistics and p-value is the basis of the significance of the relationship between exogenous and endogenous latent variables. Value t-statistics > 1.96 and p-value < 0.05 is said to be significant on alpha 5% which means the hypothesis is accepted on alpha 5%. While the value of t-statistics < 1.96 and p-value > 0.05 is said to be insignificant on alpha 5% which means the hypothesis is rejected on alpha 5% (Ghozali, 2021).

4. Mediation effect test

The research involves the mediation variable of job satisfaction between organizational commitments, compensation and workload against turnover intention, then the test is carried out through an indirect effect test on SmartPLS. Interpretation is carried out by looking at the value specific indirect effect and total effect, to determine whether the mediation is Full Mediation (direct influence becomes insignificant), or Partial Mediation (direct influence remains significant despite the mediating effect).

The stages in the mediation effect test are as follows:

- 1) The first model tests exogenous variables against endogenous variables and must be significant at t-statistics > 1.96 .
- 2) The second model tests the influence of exogenous variables on mediating variables and must be significant at t-statistics > 1.96 .
- 3) The third model tests simultaneously the influence of exogenous variables and mediation on endogenous variables.
- 4) In the final stage of testing, if the effect of exogenous variables on endogenous variables is insignificant while the effect of mediating variables on endogenous variables is significant at t-statistics > 1.96 , then the mediating variable is shown to mediate the influence of exogenous variables on endogenous variables.

RESULTS AND DISCUSSION

This research was analyzed using the SmartPLS software 4.1.1.4 to facilitate the processing of data. Data analysis using Partial Least Square Smart-PLS 4.1.1.4 is a simultaneous variant-based structural equation (SEM) analysis that can perform measurement model testing as well as model testing Structural.

Model Measurement Evaluation

It is a breakdown of the relationship between a latent variable and its indicator, or to find out how each indicator relates to its latent variable.

a. Convergent Validity

The test looked at the loading factor value of each indicator with a value greater than 0.70; but at the initial stage of the development of the measurement scale, the loading factor value was sufficient > 0.60 to be concluded to meet the Convergent Validity.

The results of data processing variables of organizational commitment, compensation, workload, job satisfaction and turnover intention were all valid indicators (loading factor > 0.70). The most powerful constructs in terms of indicators are job satisfaction (Z) as a very high indicator, and turnover intention (Y) where all indicators are consistent. The variables of organizational commitment, compensation and workload remain valid.

b. Discriminant Validity

Discriminant Validity is the degree of difference of an indicator in measuring the construct of an instrument. In this study, we used SmartPLS in testing Discriminant Validity can be measured based on Cross Loading between the indicator and its contract. On testing Cross Loading must show a higher indicator value on each construct compared to the other

constructs. Known value Loading Factor For indicators of latent variables, it has a > value of 0.70. This means that the latent variable has Discriminant validity good.

c. Construct Reability

After seeing and testing the validity, the test that can be done is to test the reliability of the structure by measuring Construct Reability (CR) of the indicator block that measures the value of the structure. CR is used to indicate a good level of reliability. The reliability test is used to prove the accuracy, consistency of the accuracy of the instrument in measuring constructs. Using the program SmartPLS 4.1.1.4 in PLS-SEM. A construct is said to be reliable if the value Construct Reability exceeds 0.70, although the value of 0.60 is still acceptable (Ghozali, 2014).

It can be concluded that all constructs meet the reliability criteria, this is shown by the value construct reability > 0.70 and AVE > 0.50 as the recommended criteria.

Evaluation of Structural Models (Inner Model)

After testing the measurement model (outer model) that have met the requirements, then a test is carried out Structural (Inner model). Inner model tested by looking at the R-square for dependent latent variables Effect Size (f-square), and the significance test of the coefficient of structural path parameters.

Model Fit (Goodness of Fit Model)

This model fit test is used to find out if a model has a match with the data. The model has a high match if the NFI value is close to 1.

The result of the SRMR value of 0.031 indicates that the model has a fairly good level of conformity, although slightly above the ideal limit (≤ 0.08). The d_{ULS} value of 0.169 and the d_G of 5.902 indicate a relatively low degree of mismatch between the observed and predicted covariance matrices, so that it can be concluded that the model has an adequate fit. Furthermore, the Chi-square value of 1384,262 indicates that the model has a good level of suitability. Although the p-value is not displayed, this increase in the Chi-square value indicates an increase in the model's fit for the data.

Meanwhile, the NFI value of 0.670 is still below the ideal threshold (≥ 0.90), thus indicating that the model has not fully met the good fit criteria. This value indicates the need to improve or modify the model, for example by reviewing the relationship between constructs or improving indicators with low loading factors.

Overall, the evaluation results show that the estimated model has experienced an increase in fit compared to the previous model, but still needs to be refined to meet the optimal goodness of fit criteria .

Cohesion Determination (R-Square)

The determination coefficient serves to measure the ability of independent variables to explain dependent variables. Value R-square 0.75 indicates that the ability of endogenous variables in predicting the model is strong, 0.50 moderate, and 0.25 weak (Hair, et al., 2012).

It can be concluded that the job satisfaction variable has a strong ability (0.989) and turnover intention has a strong ability (0.971) in predicting the model. It can be said that the independent variables of organizational commitment, compensation, and workload have a large influence of 98.9% on job satisfaction, while the rest is influenced by other variables outside this study and job satisfaction has a 97.1% influence on the variable turnover intention and the rest is influenced by other variables outside the study.

Effect Size (f-square)

Effect size indicates that independent variables have a large influence on dependent variables, with criteria of 0.02 (weak), 0.15 (moderate), and 0.35 (strong).

The influence of the independent variable of workload had an effect of 0.033 (weak) on job satisfaction. And job satisfaction has an effect of 0.104 (moderate) on turnover intention,

and organizational commitment has an effect of 0.276 (moderate) on job satisfaction. The independent variable Compensation had an effect of 0.239 (moderate) on job satisfaction.

Stone-Geisser Q-square test (Predictive Relevance)

A Q^2 value of 0.9997 is obtained, which means it is greater than zero ($Q^2 > 0$). This shows that the model has excellent predictive relevance. Thus, the structural model used in this study was able to explain 99.9% of the variation in endogenous variables (job satisfaction and turnover intention), while the remaining 0.1% was explained by factors other than the research model.

Overall, these results confirm that the model used has strong predictive relevance, making it feasible to use it to explain the relationship between organizational commitment, compensation, workload, job satisfaction, and turnover intention.

Hypothesis Testing (Bootstrapping)

Based on the results of the analysis Specific Indirect Effect In the research model, it can be seen that the indirect relationship between variables shows a varied influence. The test results show that the Workload against Turnover intention through Job Satisfaction has a coefficient value of 0.063, with t-statistic by 1,089 and p-value by 0.276. Because the p-value greater than 0.05, then it can be concluded that the direct influence of Workload on Turnover intention through Job Satisfaction is not significant. This means that Job Satisfaction does not mediate the relationship between Workload and Turnover intention. The Organization's Commitment to Turnover intention through Job Satisfaction shows a coefficient value of 0.307, with t-statistic by 2,171 and p-value by 0.030, which means it is slightly larger than 0.05. This shows that job satisfaction is able to significantly mediate the relationship between the Organizational Committee and Turnover intention. In other words, the higher the organization's commitment, the stronger the organization's commitment will increase job satisfaction and then effectively decrease the intention to exit employees or turnover intention. Meanwhile, the Compensation pathway for Turnover intention through Job Satisfaction shows a coefficient value of 0.282, with t-statistic by 2,218 and p-value by 0.027, which means it is slightly larger than 0.05. This means that compensation affects turnover intention indirectly through job satisfaction.

1) First Hypothesis Testing

Results show value t-statistic by 1,376, and p-value by 0.169, so the effect was declared insignificant. Thus, H1 is rejected, which means that the organization's commitment has an insignificant effect on turnover intention. Organizational commitment alone is not strong enough to directly reduce employee intent to leave.

2) Second Hypothesis Testing

Test results show value t-statistic 3,233, and p-value by 0.001. This value met the significance criteria ($p < 0.05$). Thus, H2 is accepted, which means that Compensation has a positive and significant effect on turnover intention. This suggests that higher compensation is the main reason employees consider looking for another job.

3) Third Hypothesis Testing

Test results show value t-statistic by 2,686, and p-value by 0.007. Thus, H3 is accepted, which means that the workload has a positive influence on turnover intention. An appropriate workload can reduce the desire to resign.

4) Testing the Fourth Hypothesis

The test results showed a t-statistical value of 4.603 and a p-value of 0.000. This value met the significance criteria ($p > 0.05$). Thus, H4 is accepted, which means that Organizational Commitment has a significant positive effect on Job Satisfaction. This means that employees who have loyalty and a sense of belonging to the school tend to feel more satisfied in running their company.

5) Fifth Hypothesis Testing

Test results show value t-statistic of 4.203, and the p-value of 0.000. These values show that the effect of compensation on job satisfaction is positive and significant. Thus, H5 is accepted, which means that the more fair and adequate the compensation received, the higher the level of employee job satisfaction.

6) Sixth Hypothesis Testing

Test results show value t-statistic of 1.315, and the p-value of 0.189. This value shows that the effect of workload on job satisfaction is not significant. Thus, H6 is rejected, which means workload is not a determinant of high or low employee job satisfaction, job satisfaction is more determined by other factors.

7) Testing the Seventh Hypothesis

The test results showed a t-statistical value of 2.559, and a p-value of 0.011. This value shows that the influence of job satisfaction on turnover intention is significant. Thus, H7 is accepted, which means employees who are satisfied with their jobs have a much lower tendency to resign.

Mediation Effect Test

Based on the mediation effect analysis to test the intervening variables of Organizational Culture, the original sample, t-statistic, and p-value on the menu final result specific indirect effect. The use of the original sample value is to see the hypothesis test direction, if the original sample shows a positive value it means a positive direction, and if the original sample value is negative it means the direction is negative.

Table 1. Results of Intervening Tests

| | Original Sample (O) | Sample Mean (M) | Standard Deviation (STD DEV) | T statistics (O/STDEV) | P-Value |
|---|---------------------|-----------------|------------------------------|--------------------------|---------|
| Organizational Commitment → Job Satisfaction → Turnover Intention | 0.063 | 0.060 | 0.058 | 1.089 | 0.276 |
| Compensation → Job Satisfaction → Turnover Intention | 0.307 | 0.314 | 0.141 | 2.171 | 0.030 |
| Workload → Job Satisfaction → Turnover Intention | 0.282 | 0.281 | 0.127 | 2.218 | 0.027 |

Source : Primary data processed, 2025

Based on table 1, it can be seen that the influence of organizational Commitment (X1), Compensation (X2) and Workload (X3) on Turnover Intention (Y) through Job Satisfaction (Z) is described as follows:

1) Testing the Eighth Hypothesis

Results specific indirect effect Shows value t-statistic by 2,171, and p-value by 0.030. This value meets the significance criteria ($p < 0.05$). Thus, H8 is accepted, which means that job satisfaction mediates significantly the influence of organizational commitment on turnover intention. This shows that job satisfaction has succeeded in bridging organizational commitment, which means that organizational commitment can only reduce exit intentions if commitment is able to make employees feel satisfied. New organizational commitment can reduce the intention to leave if the commitment is able to make employees get satisfaction at work.

2) Ninth Hypothesis Testing

Based on results specific indirect effect, value t-statistic 2,218, and p-value 0.027 indicates that the indirect influence is significant. Thus, H9 is accepted, which means job satisfaction mediates the effect of compensation on turnover intention. This shows that job satisfaction is also an intermediary for compensation. A good salary will create satisfaction, and it is this sense of satisfaction that effectively lowers the employee's intention to quit.

3) Tenth Hypothesis Testing

Based on results specific indirect effect, value t-statistic by 1,089, and p-value 0.276 indicates that the indirect influence is not significant. Thus, H10 is rejected, which means that job satisfaction does not mediate the effect of workload on turnover intention. Job satisfaction is not able to mediate the influence of workload on exit intentions.

The Effect of Organizational Commitment on Turnover Intention

The results of the analysis show that organizational commitment has no effect on Turnover Intention, this shows that the high or low commitment that employees have to the company is not automatically the main determining factor in their decision to stay or leave the company. There are other factors that can affect turnover intention, namely Work Life Balance.

Based on the answers to open-ended questions, reducing turnover intention must start from improving the quality of daily work experience and providing real rewards. Schools cannot only rely on loyalty from employees but must evaluate organizational fairness, career development at work. The existence of Work Life Balance can also help reduce the desire to move, namely if there is a balance in carrying out a professional role at work with family life without disturbing each other, it can reduce the desire to move or the intention to move. Work-life balance is a condition in which individuals are able to maintain a balance between the demands of their work and personal life.

As explained in attribution theory, the success of maintaining this balance will be interpreted by employees as school support that automatically reinforces their desire to settle in.

Effect of Compensation on Turnover Intention

The results of the analysis showed that compensation had a positive and significant effect on Turnover Intention, this suggests that employees' perceptions of inconsistency or injustice in the compensation system received directly can increase their desire to seek job opportunities elsewhere.

Based on the answer to the open-ended question, does it show that the decline turnover intention can be done through income adjustments, intensive grants and the existence of a Reward For outstanding employees, they receive proportionate additional compensation, so that employees feel that their hard work is financially recognized. Supported by research Aurelia & Tholok, (2024) declare The value of compensation given to employees has high loyalty so that it can minimize the level of turnover intention that happened.

As explained in attribution theory, it shows that the employee's behavior to stay or leave. The significant effect of compensation on exit intention shows that employees at *SDIT Harapan Bunda Semarang* are highly dependent on external information (salary/wages) to determine whether they are valuable or not in the eyes of the organization. Because compensation is considered a stable factor and can be controlled by the school.

The Effect of Workload on Turnover Intention

The results of the study show that Workload has a positive and significant effect on Turnover Intention, this means that the heavier the work demands received by employees beyond their physical and mental capacity, the higher the desire of employees to quit their jobs.

Based on the answers to open-ended questions, it is known that the effect of workload on positive turnover intention is statistically significant. This shows that a reduction in turnover intention can be achieved through better workload management management so that there is

no pressure at work, distributing work tasks fairly and providing adequate support facilities to help employees complete workloads more efficiently. Supported by research Dewi & Suarti, (2022) states that the higher or heavier the workload felt by employees, the greater the likelihood of leaving work. Excessive workload will cause physical and mental fatigue and can cause emotional reactions.

As explained in the attribution theory, it shows that the behavior of employees to stay or leave. The significant influence of workload on exit intention shows that employees at *SDIT Harapan Bunda Semarang* view workload as a real environmental pressure that is difficult to change. Because they feel that they have no control over the burden.

The Influence of Organizational Commitment on Job Satisfaction

The results of the analysis showed that the influence of Organizational Commitment on job satisfaction was significant, meaning that employees who had emotional attachment and high loyalty to school tended to feel greater satisfaction in carrying out tasks.

The results of the open-ended question answers show that the school must realize that building job satisfaction can start to foster a sense of belonging and strengthen personal relationships in the work environment. Supported by research Rahayu & Dahlia, (2023) declare The existence of a positive influence of organizational commitment on employee job satisfaction, indicates that the commitment given by employees is shown by a sense of pride in work, feeling comfortable at work, accepting the values at school, accepting well the school's goals and striving to achieve them with a high commitment to the school.

As explained in attribution theory, it shows that employee behavior is driven by satisfaction. They attribute their loyalty as a source of happiness at work. This is especially important for schools, as employees who feel satisfied with their commitment will be much more loyal than those who stay only because of the salary factor.

The Effect of Compensation on Job Satisfaction

The results of the study show that compensation has a positive and significant effect on Job Satisfaction, this shows that the rewards given by schools are a form of real recognition that can directly increase employee morale and job satisfaction

Based on the answers to the open-ended questions, it was found that schools need to create a compensation system that is transparent and provides certainty regarding the guarantee of the welfare of educators and education personnel. Supported by research Hamsal et al., (2023) Stating satisfaction will be achieved when employees feel their economic and professional needs are adequately met by the school. Wage provision is the most dominant in measuring employee job satisfaction. Thus, the provision of wages and attention to employee welfare will affect the level of employee job satisfaction.

As explained in attribution theory, it shows that employees' behavior to feel satisfied depends largely on how they assess the reasons behind the compensation. At *SDIT Harapan Bunda*, good compensation is interpreted as a positive signal from the school, which then forms loyal behavior and a sense of satisfaction because their economic needs and self-esteem are met by the school.

The Effect of Workload on Job Satisfaction

The results of the study show that Workload has no effect on job satisfaction, this shows that the amount of workload given does not affect job satisfaction.

Based on the answers to the open-ended questions, it was found that schools need to reconsider a clear daily workflow. Supported by research Azel Azahra Pramudita & Heru Baskoro, (2025) state the importance of clarity of duties and fair division of labor in increasing job satisfaction.

As explained in the attribution theory, it shows that the behavior of employees at *SDIT Harapan Bunda* shows that they accept the burden as part of the work situation. Workload is no longer relevant to satisfaction is a sign that employees want efficiency and clarity. Employees

are willing to work hard, as long as they know that the Employee's efforts are not in vain due to a confusing system. Unclear workflows are the main driver for employees to decide to drop out of school. If the employee (S1) gets internal factors with a poor workflow or unfair division of tasks then they will attribute their dissatisfaction to the school, not to their own abilities.

The Effect of Job Satisfaction on Turnover Intention

The results of the study show that job satisfaction has a positive and significant effect on turnover intention, this shows that job satisfaction is the one that can control whether or not the employee turnover rate in school is stable or not.

Based on the answers to the open-ended questions, it was found that schools need to improve the quality of commitment, fair compensation, and fairness in providing workloads to ensure employees feel comfortable and reluctant to change workplaces. Supported by research Dewi, (2020) stating that job satisfaction in each employee will certainly have a good impact on reducing turnover intention, because employees with feelings of happiness and satisfaction with something related to their work will have minimal thoughts about quitting their jobs, on the contrary if the satisfaction is not there, it causes the appearance of a desire to move.

As explained in the attribution theory, it shows that the behavior of employees at *SDIT Harapan Bunda Semarang* to survive is largely determined by how they deduce the level of satisfaction. This significant influence proves that for employees, satisfaction is the most rational predictor of behavior. If schools are able to maintain this level of satisfaction, then the negative attribution of a high workload can be mitigated, so that exit intent rates remain low.

Job satisfaction intervenes in the relationship between the influence of organizational commitment on turnover intention

The test results show that the direct influence of organizational commitment on Turnover intention through job satisfaction is positive and significant, these findings show that job satisfaction significantly mediates the relationship between organizational commitment and Turnover intention. This means that a good organizational commitment will increase job satisfaction, and therefore indirectly reduce turnover intention.

Based on the answers to open-ended questions, schools need to strengthen employee commitment through career development programs accompanied by increased job satisfaction to reduce the number of employee exit intentions affectively. Supported by research Gracielle, (2022) stating that organizational commitment succeeds in creating a sense of happiness and job satisfaction, the rejection of the intention to change jobs becomes more stable and sustainable.

As explained in the attribution theory, it shows that the behavior of employees at *SDIT Harapan Bunda Semarang* to survive does not arise automatically only from commitment. Employees need to feel satisfaction as a form of feedback from their commitments. This significant influence on the mediation hypothesis suggests that schools must keep teachers' loyalty not only a moral burden, but actually generate job happiness so that they have no reason to look elsewhere.

Job Satisfaction Intervenes in the Effect of Compensation on Turnover Intention

The test results show that the direct effect of Compensation on Turnover intention through Job Satisfaction is positive and significant, these findings show that Job Satisfaction significantly mediates the relationship between Organizational Commitment and Turnover intention. This means that good compensation will increase job satisfaction, and therefore indirectly decrease turnover intention.

Based on the answers to the open-ended questions, for schools, providing appropriate compensation must be able to create job satisfaction first to be effective in reducing employees' desire to resign. By adjusting wage standards, transparency of the reward system, and welfare guarantees. Supported by research Sekar Aulia Puspitasari et al., (2025) stating that employees

who feel that the compensation they get will encourage employees to continue to stay in the company.

As explained in the attribution theory, it shows that the behavior of employees at *SDIT Harapan Bunda Semarang* to show that Job Satisfaction acts as a filter that converts economic value (Compensation) into psychological value. This significant influence proves that schools can effectively reduce employee exit intentions by improving the compensation system, as it will provide a positive attribution that schools are fair workplaces worth defending.

Job Satisfaction Intervenes in the Influence of Workload on Turnover Intention

The test results show that the direct influence of Workload on Turnover intention through Job Satisfaction is ineffectual, these findings show that Job Satisfaction does not mediate the relationship between Workload and Turnover intention.

Based on the answers to the open-ended questions, it is necessary for schools to divide tasks fairly, have a clear work flow, and provide facilities that can support work to be completed quickly, and ensure that the demands of the tasks given are still within the reasonable limits of employees. Supported by research Stephanie, (2023) states that a measurable workload and adequate facility support will minimize turnover intention, which in turn increases the effectiveness and happiness of employees at work. Other variables that can mediate workload against turnover intention namely with work motivation. Even though the work is piling up, the love for the profession or the desire to achieve the target keeps employees on their toes and does not immediately think about resigning (Ramdani & Suratman, 2025).

As explained in attribution theory, that the accumulated workload is caused by unfair schooling and unclear workflows, so turnover intention will increase sharply. However, if the school is able to foster self-motivation, employees tend to behave positively so that the desire to resign can be dampened even though the demands of the task are high.

CONCLUSION

Based on the analysis of research at *SDIT Harapan Bunda*, it was concluded that organizational commitment does not have a direct effect on turnover intention, but compensation and workload have been proven to have a positive and significant effect on turnover intention. In terms of job satisfaction, organizational commitment and compensation have been proven to have a positive and significant effect, while workload has no effect on job satisfaction. Job satisfaction itself has been shown to have a positive and significant effect on turnover intention, and is able to significantly mediate the relationship between organizational commitment and compensation for turnover intention, but is unable to mediate the relationship between workload and employee turnover intention at *SDIT Harapan Bunda*. Based on these findings, it is recommended that the school management focus on improving a fair and transparent compensation system, strengthening organizational commitment through employee engagement and career development programs, and managing workload more proportionally. Additionally, increasing job satisfaction should become a strategic priority, as it plays a key role in reducing turnover intention. Future research is suggested to include additional variables such as work-life balance, leadership style, or work environment to provide a more comprehensive understanding of factors influencing turnover intention.

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