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**The Effect of Workload and Salary on Turnover Intention At PT.
Budi Satria Wahana Motor**

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ABSTRACT

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This study aims to analyze the effect of workload and salary on turnover intention among employees at PT. Budi Satria Wahana Motor. Turnover intention reflects an employee's desire to leave the company, which may harm organizational performance and stability. This quantitative study employed multiple linear regression analysis. The entire population of 63 employees was used as the sample through saturated sampling. Data were collected using a Likert-scale questionnaire. The results show that workload has a positive and significant effect on turnover intention, while salary has a negative and significant effect. Simultaneously, both variables significantly influence turnover intention. These findings highlight the importance of balanced workload management and fair compensation systems to reduce turnover intention and improve employee retention.

Workload, Salary, Turnover Intention

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INTRODUCTION

Turnover intention, or employees' intention to leave an organization, is a serious challenge in human resource management because it directly affects company productivity and stability (Risambessy, 2021). Two significant factors that contribute to turnover intention are workload and salary (Kuswahyudi et al., 2022). A heavy workload can cause stress, fatigue, and burnout, leading to decreased motivation and performance (Sutikno, 2020). Meanwhile, inadequate salary often results in dissatisfaction and feelings of being undervalued, ultimately prompting employees to seek employment elsewhere (Salsabila et al., 2024).

This issue also occurs at PT. Budi Satria Wahana Motor. Based on a preliminary survey of 10 employees, 70% reported experiencing a high workload, and 60% stated that their working hours were insufficient to complete their tasks. Only 30% felt that their salary was proportional to the workload. Furthermore, 70% had considered finding a new job. High turnover intention can lead to substantial losses for the company, including increased

recruitment and training costs, decreased employee morale, and potential damage to the organization's reputation (Marhamah et al., 2022).

Several previous studies have highlighted the impact of workload and salary on turnover intention in different types of companies. Marhamah et al. (2022), in a study on production employees at PT. Sandang Asia Maju Abadi, found that workload and compensation significantly influence turnover intention. Research by Andini & Aslamiyah (2024) revealed that salary satisfaction and career development negatively and significantly affect turnover intention, while workload has a positive but not significant effect. Similarly, Ruhyat et al. (2021) found that both workload and job stress significantly affect turnover intention, and salary satisfaction moderates the relationship. Siregar (2020) reported that workload and salary simultaneously influence turnover intention by 12.62% in a manufacturing company in West Java.

Although many studies have explored the determinants of turnover intention, few have specifically examined the influence of workload and salary in the context of the automotive industry, particularly at PT. Budi Satria Wahana Motor. Therefore, this study aims to fill that gap by empirically investigating the effects of workload and salary on employees' turnover intention at the company. The findings are expected to contribute to the theoretical development of human resource management and provide practical recommendations to improve employee retention and job satisfaction within the organization.

Turnover Intention

Turnover intention refers to an employee's intention or desire to leave an organization. According to Harnoto (2002), it reflects the intensity of an employee's wish to resign from their company, which may arise due to various reasons, including the desire for a better job opportunity. Factors commonly associated with turnover intention include job dissatisfaction, high workload, low or uncompetitive salary, lack of career advancement, and poor working conditions.

High turnover intention can negatively affect an organization's performance. Employees who intend to leave often become demotivated and less productive. In the long term, this leads to increased recruitment and training costs, loss of experienced workers, and reduced organizational knowledge. According to Maarif and Kartika (2014), turnover intention can also be identified through behaviors such as increased absenteeism, reduced work motivation, more frequent violations of work rules, increased protests toward supervisors, and drastic changes in positive work behavior. These indicators emphasize that turnover intention can be observed even before an employee officially resigns.

Workload

Workload refers to the quantity and complexity of tasks that an individual is required to complete within a certain period. It includes both quantitative aspects (e.g., number of tasks) and qualitative aspects (e.g., difficulty level of tasks). According to Hutabarat (2017), workload is defined as the number of activities that must be completed by an employee or unit within a specific time frame.

Studies show that excessive workload can negatively impact both employee well-being and organizational performance. Employees under heavy workload may experience stress, fatigue, burnout, and decreased motivation, which ultimately leads to lower productivity and higher absenteeism. An imbalanced workload may also cause dissatisfaction if employees feel overburdened or unappreciated, which weakens their commitment to the organization. Additionally, a high workload can affect physical and mental health, contributing to issues such as sleep disorders and chronic fatigue.

To mitigate these effects, Koesomowidjojo (2017) suggests evaluating three key indicators: working conditions, time management, and performance targets. Thus, effective workload management is essential for maintaining employee health and achieving organizational success.

Salary

Salary is a form of financial compensation provided by employers in return for the work performed by employees. It plays a crucial role in motivating employees and affects both job satisfaction and employee loyalty. According to Sikula (2007), salary refers to monetary compensation received by employees for their contribution to achieving organizational goals.

Research indicates that competitive and fair salaries are essential for attracting and retaining talented employees. Workers often compare their salaries to peers or industry standards. When they perceive their salaries as unfair or inadequate, it leads to dissatisfaction, decreased motivation, and higher intentions to leave the organization.

Kurniawati (2012) identifies three dimensions of salary satisfaction: fairness (appropriateness), motivation, and job satisfaction. Although salary is not the only factor that influences job satisfaction, it is a critical one. Therefore, organizations must adopt a holistic approach to compensation management by ensuring that salaries are competitive, fair, and reflective of employees' contributions, while also fostering a supportive work environment.

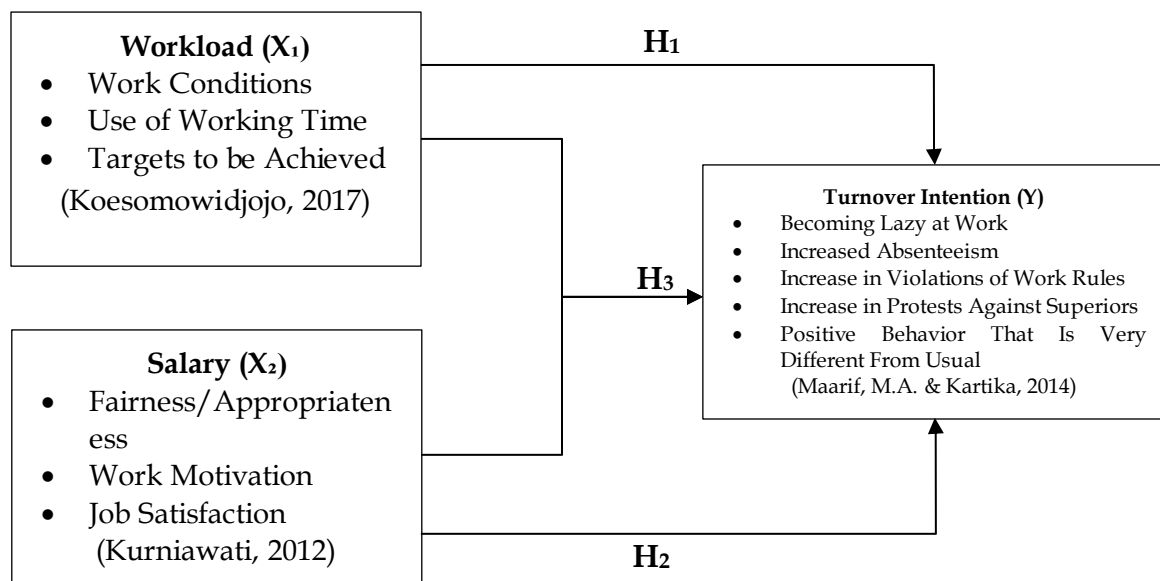


Figure 1.
Conceptual Framework

Hypotheses

Based on the theoretical framework and literature review, the following hypotheses are proposed:

H₁: Workload has a positive effect on employee turnover intention at PT. Budi Satria Wahana Motor.

H₂: Salary has a negative effect on employee turnover intention at PT. Budi Satria Wahana Motor.

H₃: Workload and salary simultaneously have a significant effect on employee turnover intention at PT. Budi Satria Wahana Motor.

RESEARCH METHODE

This research was conducted at PT. Budi Satria Wahana Motor, located at Jl. Yos Sudarso No. 1A, Ketapang Kuala, Panjang District, Bandar Lampung City, Lampung. According to Sugiyono (2017), a population is defined as a generalization region consisting of objects or subjects that possess certain qualities and characteristics determined by researchers to be studied and from which conclusions are drawn. The population in this study comprises all employees of PT. Budi Satria Wahana Motor, totaling 63 individuals.

The sampling technique employed in this study was non-probability sampling, specifically saturated sampling, where the entire population is used as the sample. This method was chosen due to the relatively small size of the population and the feasibility of reaching all members. As a result, all 63 employees were included as research respondents.

The data collection method used was primary data collection, obtained directly from respondents through the distribution of structured questionnaires.

The questionnaire contained a series of statements related to the variables of workload, salary, and turnover intention, measured using a five-point Likert scale, ranging from "strongly disagree" (1) to "strongly agree" (5).

RESULT AND DISCUSSION

Normality Test

Table 1.
Normality Test

Variables	Sig. (2-tailed)	Condition	Conclusion
Workload	0.423	Sig. > 0.05	Data is normally distributed
Salary	0.085	Sig. > 0.05	Data is normally distributed
Turnover Intention	0.262	Sig. > 0.05	Data is normally distributed

Source: Processed data, 2025

The normality test was conducted using the Kolmogorov-Smirnov method. The significance values for all variables were greater than 0.05: Workload (0.423), Salary (0.085), and Turnover Intention (0.262). These results indicate that the data are normally distributed.

Multicollinearity Test

Table 2.
Multicollinearity Test

Variables	Tolerance	VIF	Condition	Conclusion
Workload on Turnover Intention	0.980	1.021	T > 0.1 and VIF < 10	No multicollinearity
Salary on Turnover Intention	0.980	1.021	T > 0.1 and VIF < 10	No multicollinearity

Source: Processed data, 2025

The multicollinearity test results indicate that both independent variables, Workload and Salary, have Tolerance values of 0.980 and VIF values of 1.021. These values fulfill the requirements (Tolerance > 0.1 and VIF < 10), indicating no multicollinearity.

Linearity Test

Table 3.
Linearity Test

Variables	Sig. Deviation from Linearity	Condition	Conclusion
Workload on Turnover Intention	0.108	Sig. > 0.05	Linear relationship (no deviation)

Salary on Turnover Intention	0.209	Sig. > 0.05	Linear relationship (no deviation)
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Source: Processed data, 2025

Linearity was tested using the Deviation from Linearity approach. The significance values for both relationships are greater than 0.05, indicating a linear relationship between the variables.

Multiple Linear Regression Analysis

Table 4.

Multiple Linear Regression Result

Variables	Unstandardized Coefficient (B)
Constant	12.059
Workload (X ₁)	0.487
Salary/Wages (X ₂)	-0.243

The multiple linear regression equation is:

$$Y = 12.059 + 0.487X_1 - 0.243X_2$$

Where:

Y = Turnover Intention

X₁ = Workload

X₂ = Salary

These results indicate that:

1. The Workload coefficient (0.487) means that for every 1-unit increase in workload, turnover intention increases by 0.487 units.
2. The Salary coefficient (-0.243) means that for every 1-unit increase in salary, turnover intention decreases by 0.243 units.

Hypothesis Testing

Simultaneous Test (F Test)

Table 5.

F Test Result

Variables	F Value	Sig.	Conclusion
Workload and Salary on Turnover Intention	14.257	0.000	Significant effect (simultaneous)

Source: Processed data, 2025

The F-test result shows an F value of 14.257 with a significance value of 0.000, which is less than 0.05. This indicates that workload and salary simultaneously have a significant effect on turnover intention.

Partial Test (t-Test)

Table 6.
t Test Result

Variables	t Value	Sig.	Conclusion
Workload on Turnover Intention	4.380	0.000	Significant positive effect
Salary on Turnover Intention	-2.403	0.019	Significant negative effect

Source: Processed data, 2025

Table 6 shows the results of the t-test for the effect of workload and salary on turnover intention. The t-value for workload is 4.380 with a significance level of 0.000 (< 0.05), indicating a significant positive effect as workload increases, turnover intention also increases. Meanwhile, the t-value for salary is -2.403 with a significance of 0.019 (< 0.05), meaning salary has a significant negative effect as salary increases, turnover intention decreases.

Coefficient of Determination (R² Test)

Coefficient of Determination (R² Test) Result

Variable	R Square (Determination)
Workload and Salary on Turnover Intention	0.322

The R² value of **0.322** indicates that **32.2%** of the variation in turnover intention is explained by workload and salary, while the remaining **67.8%** is influenced by other factors not included in the model.

Discussion

The findings show that workload has a positive and significant effect on turnover intention. This suggests that higher workload levels lead to an increased desire among employees to leave the company. This is in line with the theories of Koesomowidjojo (2017) and Sutikno (2020), who explain that high workloads can trigger stress, burnout, and dissatisfaction. The result is also supported by Marhamah et al. (2022), who found a similar influence in the manufacturing sector. The initial survey at PT. Budi Satria Wahana Motor revealed that 70% of employees reported heavy workloads and insufficient time, reinforcing this conclusion.

Salary was found to have a negative and significant effect on turnover intention. Higher salaries reduce employees' intention to resign. This is in line with Kurniawati (2012), who highlights the importance of salary in fulfilling economic needs and building loyalty. Salsabila (2022) also emphasized that salary dissatisfaction is a key driver of employee turnover. At PT. Budi Satria Wahana Motor, only 30% of employees felt their salary was aligned with their workload, indicating the role of salary dissatisfaction in turnover intention.

The F-test confirmed that workload and salary together have a significant impact on turnover intention. This confirms findings by Ruhyat et al. (2021), who noted that turnover intention is influenced by both stressors and compensation satisfaction. This implies that addressing only one factor may not be sufficient; a balanced approach to workload management and fair compensation is crucial.

CONCLUSION

Based on the research results and discussion, it can be concluded that workload has a positive and significant effect on employee turnover intention at PT. Budi Satria Wahana Motor, meaning that an increase in workload tends to raise employees' intention to leave the company. On the other hand, salary has a negative and significant effect on turnover intention, indicating that appropriate and satisfactory compensation can reduce employees' desire to resign. Furthermore, when tested simultaneously, both workload and salary were found to have a significant combined effect on turnover intention. This shows that these two variables together play an important role in influencing employees' decisions to remain in or leave the organization.

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