


## The Effect of Workload and Job Satisfaction on *Turnover Intention* of Marketing Employees at PT. Bintang Alam Jaya

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Article Info	ABSTRACT
<b>Keywords:</b> Workload, Job Satisfaction, Turnover Intention, Employee Retention, Human Resource Management.	This study examines the impact of workload and job satisfaction on turnover intention among marketing employees at PT. Bintang Alam Jaya. Utilizing a mixed-method approach, the research collected data through interviews, questionnaires, and documentation. The findings reveal that excessive workload, such as high sales targets and additional responsibilities, significantly increases turnover intention. Concurrently, low job satisfaction, influenced by inadequate compensation, lack of recognition, and unfulfilled reward expectations, exacerbates the issue. Statistical analysis demonstrates that workload has a positive correlation with turnover intention, while job satisfaction negatively correlates with it. The study underscores the need for targeted interventions, including workload redistribution, improved reward systems, and fostering a supportive work environment. These measures are critical for reducing turnover rates and enhancing employee retention, contributing to the company's long-term sustainability.
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## INTRODUCTION

Human resources are a resource that is urgently needed by an organization. Because human resources are resources that play an active role in the running of an organization and the decision-making process (Sutrisno, 2020). Human resources are closely related to the company. Whether a company runs or not is largely determined by its human resources. Employees are very valuable to the company as actors who support the achievement of organizational goals.

Mercer's survey shows that companies in Southeast Asia, including Indonesia, are having difficulty retaining employees. This is reflected in the high *turnover* rate of employees in Indonesia, which ranks third in Southeast Asia with 25.8% in 2013 (Hay Group, 2013).

This data was strengthened by the Central Statistics Agency (BPS) which showed an increase in the proportion of employees who stopped working from 5.14% in 2019 to 7.56% in 2020. 93% of

companies are worried about the possibility of their employees resigning at any time. This reflects the growing awareness of the importance of retaining the best talent within the Company (Linkedin).

One of the human resources that has an important role in the company is from the *marketing* division, where *the marketing/sales* employees of PT. Bintang Alam Jaya has the task of marketing and offering products to consumers, so a *marketing/sales* person of PT. Bintang Alam Jaya is required to be able to communicate and have good marketing skills. Thus, *marketing/sales* employees are considered as the company's driving force and the company's vanguard in achieving sales targets. Therefore, in order for *marketing/sales* employees to make a positive contribution to the company's progress, PT. Bintang Alam Jaya must manage its employees well.

Furthermore, Luh et al., (2017) stated that companies need to pay attention to and maintain their employees well so that employees who have good qualifications, do not have the desire to move or leave the company (*turnover intention*) due to a lack of attention given by the company. Chun Chiat & Aisyah Panatik (2019) stated that one of the most frustrating and continuously faced workforce problems by companies is the desire to leave or leave the company.

PT. Bintang Alam Jaya is one of the companies engaged in the automotive sector, namely the sale of Honda motorcycles. PT. Bintang Alam Jaya is located on Jl. Colonel Masturi No.130, Citeureup, North Cimahi District, Cimahi City, West Java 40522. Existing human resources are important assets for companies that must be managed properly, because they prioritize their human resources in order to provide maximum services. PT Bintang Alam Jaya has many *field marketing/sales* employees, but many *field marketing/sales* employees have a low job satisfaction level and also many complain about the workload, so they have a high *turnover intention* rate and this is a problem faced by PT. Bintang Alam Jaya that is experienced at this time.

Based on the results of the observation with Mr. Dian Hartian as SOH (*Sales Office Head*) of PT. Bintang Alam Jaya regarding working hours and the number of employees, information was obtained if the working hours at PT. Bintang Alam Jaya from Monday – Saturday, and from 08.00 – 17.00 WIB. Then, PT. Bintang Alam Jaya has a total of 54 employees consisting of 3 employees in the delivery department, 3 employees in the admin department, and 48 employees *in the marketing/sales* department.

SOH (*Sales Office Head*) PT. Bintang Alam Jaya also revealed that there is often a turnover of *contract marketing/sales employees in the marketing/sales* division. Based on this phenomenon, the author focuses on *marketing/sales* employees with contract status in the *marketing division* which totals 48 employees. The following is the Turnover Intention data of PT. Bintang Alam Jaya.

**Table 1 *Marketing/Sales Employee Turnover Data***  
**PT. Bintang Alam Jaya in 2020 to 2022**

<b>TURNOVER OF MARKETING EMPLOYEES/ FIELD SALES</b>			
<b>Year</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>
<b>Number of Permanent &amp; Contract Employees</b>	<b>50</b>	<b>47</b>	<b>46</b>
<b>Employee Exit</b>			
January	3	3	1
February	3	1	2
March	2	-	2
April	1	5	-
May	2	1	1
June	-	2	-
July	-	1	4
August	2	4	5
September	-	-	1
October	2	1	3
November	4	1	2
December	-	2	2
<b>Total Employees Leaving</b>	<b>19</b>	<b>21</b>	<b>23</b>
<b>Percentage</b>	<b>38%</b>	<b>44,6%</b>	<b>50%</b>

*Source: SOH PT. Bintang Alam Jaya 2024*

Based on table 1. it can be seen that the number of *marketing/sales* employees who left from 2021 to 2023 continues to increase, where in 2021 there were 19 *marketing* employees leaving with a percentage of 38%, followed in 2022 by 21 *marketing* employees leaving with a percentage of 44.6%, and the highest peak in 2023 was recorded as many as 23 *marketing* employees exit with a percentage of 50%.

According to Jaya & Widiastini (2021), the normal *turnover* rate ranges from 5% to 10% per year. If *the turnover* exceeds 10%, then the rate is considered high. From the data listed in the table above, it can be concluded that the turnover rate in the marketing/field sales department of PT. Bintang Alam Jaya is very high.

An increase in the number or high *turnover* in a company results in adverse and negative impacts in the form of instability and uncertainty in the available labor conditions. In line with previous research according to Maulidah et al., (2022); Manurung & Sihombing (2023) employee *turnover*

*intention* of a company can be caused by several variables, including workload and job satisfaction. In addition, Waskito, M., & Putri, A. R. (2021) stated that the increasing absenteeism rate is one of the indicators of *turnover intention*. PT. Bintang Alam Jaya is shown by the increasing attendance of *marketing employees* totaling 48 people. The following is the attendance data of PT. Bintang Alam Jaya for the period of January – December 2023

**Table 2 Data on Attendance of Marketing Employees of PT. Bintang Alam Jaya**

NO	MOON	DELAY	NO-ABSENCE
RIVER			
1	January	42	44
2	February	41	63
3	March	45	66
4	April	66	72
5	May	91	94
6	June	69	81
7	July	76	85
8	August	85	90
9	September	90	108
10	October	85	95
11	November	103	104
12	December	109	113
	TOTAL	902	1015

**Source: SOH PT. Bintang Alam Jaya, data reprocessed, 2024**

Table 2 above shows that there were 902 employee delays from January to December 2023 and 1,015 absences. Employee absences need to be reconsidered whether employees who do not come to work are just an excuse or there is really a need that cannot be abandoned. So it is suspected that there is a *turnover intention* towards its employees.

According to Koesomowidjojo (2021:22) "Workload is one of the aspects that every company must pay attention to". A workload is a set or number of activities that must be completed by an organizational unit within a specified time. As a result of a workload that is too heavy or physical abilities that are too weak, it can cause an employee to suffer from work-related disorders or diseases.

The phenomenon faced by PT. Bintang Alam Jaya related to workload is the high sales target that must be achieved by *field marketing/sales* employees, where the company targets each *marketing/sales* employee to achieve a target of 3 motorcycle unit sales every month or 9 motorcycle

units for 3 months due to the *training* period. However, PT. Bintang tolerates marketing employees, namely 6 motorcycle sales units during the *training* period. Due to the high sales target that must be achieved, this causes many employees to have to work overtime because not all employees can achieve the target.

At PT. Bintang Alam Jaya does not have overtime, so when employees work beyond the existing working hour provisions, it is not counted as overtime. Furthermore, when many *marketing/sales* employees leave the company, the workload of other marketing/sales employees will increase to achieve the company's target in a certain period. Based on previous research conducted by Luh et al., (2017) workload has a positive and significant effect on *turnover intention* at Amanusa Hotel in Nusa Dua. According to Zhamronny (2018), workload has a positive and significant effect on *turnover intention* in PDAM distribution in East Java in the Malang area.

In addition to workload, there are other factors that affect *turnover intention*, namely job satisfaction. This view is in line with the theory put forward by Robbins & Judge (2015:54) which states that there is a stronger relationship between job satisfaction and worker turnover than between satisfaction and absenteeism. In job satisfaction, it is important to pay attention to employee self-actualization. Employees who do not get job satisfaction will never reach psychological maturity, and in turn will become frustrated and intend to leave their workplace or called *turnover intention*.

Job satisfaction according to Robbins & Judge (2015:46) is a positive feeling about a person's job that is the result of an evaluation of his or her characteristics. A person with a high level of job satisfaction has a positive feeling about his or her job, while a person with a low level has a negative feeling. Meanwhile, according to Dewi & Agustina (2021), job satisfaction is a set of employees' feelings that are both pleasant and unpleasant. A person can be relatively satisfied with one aspect of the job and dissatisfied with one or more aspects of the other.

The phenomenon faced by PT. Bintang Alam Jaya related to job satisfaction is, where the level of education of sales/*marketing* employees at PT. Bintang Alam Jaya is a high school/equivalent and there are also some who have a strata 1 and diploma background. On average, they come from fresh *graduates* who have no experience in the world of marketing and come from various majors, causing them to be less satisfied with their jobs because they feel that their work is not in accordance with their education and abilities, so that the impact is that they have difficulty doing their jobs.

Furthermore, employees are less satisfied with the salary they receive, because they think that the salary they receive is not in accordance with the workload received. In addition, *marketing/sales* employees get *rewards* in the form of money when they are able to reach the monthly target, but when the company's monthly target has not been achieved because there are employees who cannot reach the monthly target or many employees leave, the *reward* will be withheld until the company's target is

achieved even though there are marketing employees/sales have reached the target, causing employees to be less satisfied and the relationship between marketing/sales workers is not close, causing tension and work pressure that makes employees feel uncomfortable at work and want to quit and leave the company.

Based on previous research conducted by Jaya & Widiastini (2021), job satisfaction has a negative and significant effect on the *turnover intention* of employees of *the marketing department* of PT. Raditya Dewata Perkasa Singaraja Branch. According to Dewi & Agustina (2021), job satisfaction has a negative and significant effect on *employee turnover intention* at PT. Pradnyana Artha Mandiri Money Changer Kuta, Badung.

Based on the background of the above problem, the author wants to conduct a study entitled "The Effect of Workload and Job Satisfaction on *Turnover Intention* of Marketing *Employees* at PT. Bintang Alam Jaya".

## METHOD

Research methods are part of the instruments in research, before conducting research it is important to consider the need for research methods. The method used in this study is a quantitative research method.

According to Sugiyono (2018:8),

*"The quantitative research method can be interpreted as a research method based on the philosophy of positivism, which is used to research on a certain population or sample, data collection using research instruments, quantitative/statistical data analysis, with the aim of testing the hypothesis that has been determined".*

Some of the techniques used in this study include library research and field research. Literature research is carried out to obtain secondary data by studying and reading books and literature relevant to the problem being researched. Meanwhile, field research was carried out to collect primary data by directly visiting the research location, namely PT. Bintang Alam Jaya. This study aims to examine the workload and job satisfaction of turnover intention of marketing employees in the company.

Field data collection techniques include interviews, questionnaires, and documentation. The interview was conducted to get information directly through questions and answers with the resource person, using questions that had been prepared beforehand. In this study, an interview was conducted with Mr. Dian Hartian as Sales Office Head (SOH) of PT. Bintang Alam Jaya. Furthermore, questionnaires are used as a technique to obtain responses from respondents. In this study, a questionnaire was given to all marketing employees of PT. Bintang Alam Jaya, which totaled 40 people,

to find out their perception of the variables Workload (X1), Job Satisfaction (X2), and Turnover Intention (Y).

Documentation techniques are also used to complete the research data. This documentation includes various facts and data in the form of notes, minutes, magazines, agendas, newspapers, transcripts, photographs, and so on. In this study, documents obtained from PT. Bintang Alam Jaya includes a recap of employee attendance data in 2023, employee turnover data, the number of employees, and company profiles. All of these techniques aim to provide a comprehensive overview of the phenomenon being studied.

## RESULTS AND DISCUSSION

The study aims to evaluate the impact of workload and job satisfaction on turnover intention among marketing employees at PT. Bintang Alam Jaya. Data analysis was conducted using descriptive and associative methods, supported by statistical tools to interpret relationships between variables.

Data on workload shows that marketing employees at PT. Bintang Alam Jaya faces significant challenges in meeting the company's target of three motorbike sales per month. With additional responsibilities from departing employees, the workload intensifies, contributing to stress and frustration. This finding is consistent with Zhamronny (2018), which states that excessive workload positively influences turnover intention.

A descriptive analysis of workload revealed that most employees perceived their workload as "high," particularly in terms of time constraints and task complexity. The lack of compensation for overtime exacerbates dissatisfaction, as indicated in interviews with respondents.

Job satisfaction was found to be low among employees, with key complaints related to mismatched job roles, inadequate salaries, and the company's reward policy. Employees expressed frustration over delayed incentives, which occur when the collective target is unmet, despite individual efforts. These findings align with Dewi and Agustina (2021), who identified job satisfaction as a critical determinant of turnover intention.

Turnover intention at PT. Bintang Alam Jaya is alarmingly high, with an upward trend observed over three years (2021–2023). In 2023, 50% of marketing employees expressed intent to leave, a figure significantly above the normal threshold of 10% turnover annually (Jaya & Widiastini, 2021). Contributing factors include the perception of inadequate compensation, unsupportive workplace conditions, and excessive workload.

Table 3 illustrates the correlation coefficients between workload, job satisfaction, and turnover intention. Statistical analysis confirms that workload has a positive and significant impact on turnover intention, while job satisfaction exhibits a negative and significant relationship with turnover intention.

**Tabel 3 Illustrates The Correlation Coefficients**

Variable	Correlation with Turnover Intention	Significance (p-value)
Workload	+0.67	<0.05
Job Satisfaction	-0.72	<0.05

The regression analysis (Table 4) demonstrates that workload and job satisfaction jointly account for 63% of the variance in turnover intention, with the remaining variance influenced by external factors not included in this study.

**Tabel 4 The Regression Analysis**

Type	R <sup>2</sup>	Significance (p-value)
Workload + Job Satisfaction	0.63	<0.05

The results highlight the need for PT. Bintang Alam Jaya to implement workload redistribution and enhance job satisfaction initiatives. For example, revising the reward system to recognize individual achievements and introducing flexible working hours could alleviate dissatisfaction.

The findings align with Robbins and Judge's (2015) theory, which emphasizes the critical role of job satisfaction in reducing turnover. High turnover intention correlates with unmet psychological needs, suggesting that targeted interventions are essential to foster a supportive work environment. Feedback collected through interviews revealed a consensus among employees regarding the urgent need for managerial attention to work-life balance and equitable compensation. Employees also expressed a desire for skill development opportunities to improve job alignment. The analysis reveals a strong relationship between workload, job satisfaction, and turnover intention. Addressing these issues holistically is crucial for PT. Bintang Alam Jaya to retain its workforce and sustain organizational performance. Future studies should explore additional factors, such as leadership style and organizational culture, to gain a comprehensive understanding of turnover dynamics.

## CONCLUSION

This study highlights the significant influence of workload and job satisfaction on turnover intention among marketing employees at PT. Bintang Alam Jaya. The findings reveal that excessive workload, characterized by high sales targets and additional responsibilities due to employee turnover, contributes to increased stress and dissatisfaction. Simultaneously, low job satisfaction, driven by inadequate compensation, lack of alignment between job roles and employee qualifications, and



unfulfilled reward expectations, further exacerbates turnover intention. These factors underscore the need for strategic human resource management to retain talent and ensure organizational stability.

The study also identifies that a combined focus on reducing workload pressures and enhancing job satisfaction could significantly lower turnover rates. Implementing measures such as revising sales targets, providing adequate overtime compensation, and offering structured training programs could address workload challenges. Furthermore, improving reward systems, ensuring equitable compensation, and fostering a positive work environment are crucial steps toward increasing job satisfaction. These interventions align with previous research findings that highlight the interplay between workload, satisfaction, and employee retention.

Given the high turnover rates observed, it is imperative for PT. Bintang Alam Jaya to prioritize sustainable workforce management practices. Future research could explore additional variables, such as organizational culture, leadership styles, and employee engagement, to develop a comprehensive framework for reducing turnover intention. Additionally, longitudinal studies could provide insights into the long-term impact of workload and job satisfaction interventions, enabling more effective human resource strategies.

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