

The Effect of Compensation and Workload on Turnover Intention Through Job Satisfaction as an Intervening Variable in Security Outsourcing at PT Putratama Satya Bhakti in the Jakarta Area

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ABSTRACT

This study aims to analyze the influence of compensation and workload on turnover intention through job satisfaction as an intervening variable among outsourced security employees at PT Putratama Satya Bhakti's Jakarta branch. The population in this study consisted of all outsourced security employees at PT Putratama Satya Bhakti's Jakarta Area. The sampling technique a purposive sampling method, resulting in 93 respondents as the study sample. Data analysis was conducted using path analysis with the assistance of SPSS version 27 software. The results indicate that compensation has a positive and significant effect on job satisfaction. Workload was also found to have a positive and significant effect on job satisfaction. On the other hand, compensation did not have a significant effect on turnover intention, whereas workload had a positive and significant effect on turnover intention. The results of the Sobel Test indicated that job satisfaction did not mediate the effects of either compensation or workload on turnover intention. The findings indicate that, among outsourced security employees, the tendency to leave the company is more directly influenced by workload than by perceived job satisfaction. High job demands, the implementation of shift work systems, and on-site work pressure are factors driving increased turnover intention among outsourced security employees at PT Putratama Satya Bhakti's Jakarta Area. Therefore, the company needs to improve the effectiveness of workload management, implement more balanced work schedules, and create a comfortable and conducive work environment in an effort to reduce employee turnover intention.

Keywords:

Compensation,
Workload,
Job Satisfaction,
Turnover Intention

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INTRODUCTION

In this era of globalization, accompanied by an increasingly competitive business environment, every organization is required to manage its human resources (HR) effectively and efficiently in order to improve organizational performance. Human resources are a strategic asset that makes a significant contribution to a company's success, given that the quality, loyalty, and stability of employees play a key role in supporting the achievement of organizational goals. Amid increasingly fierce competition, companies need to create a conducive work environment to retain a competent workforce. However, in reality, many companies still face difficulties in retaining their workforce, resulting in high turnover rates and negatively impacting the company's stability and operational effectiveness.

This is supported by a report from Michael Page, which states that in 2022, approximately 74% of workers in the Asia-Pacific region planned to resign from their jobs within the next six months. This figure is even higher in Southeast Asia, where 81% of workers expressed a desire to resign. By country, India ranked highest at 86%, followed by Indonesia in second place, with 84% of workers planning to change jobs

within the next six months (Michael, 2022). This situation has various negative impacts on companies, particularly in terms of a decline in performance and difficulties in recruiting and replacing departing employees (Safitri & Gunaningrat, 2021). In addition, companies also miss out on opportunities because new employees need time to adapt and understand their job responsibilities (Sutikno, 2020).

Previous research has shown that turnover intention is influenced by several factors, including compensation, workload, and job satisfaction. Inadequate compensation often leads to job dissatisfaction and encourages employees to look for other jobs (Irvani et al., 2021). In addition, high job demands often increase employees' workloads, which can lead to excessive work stress (Haniyah et al., 2025). On the other hand, job satisfaction plays a crucial role in reducing turnover intention, as employees with high levels of job satisfaction tend to be more loyal to the organization (Suandita et al., 2025).

This phenomenon related to turnover intention also poses a challenge for various service companies, including outsourcing labor providers. PT Putratama Satya Bhakti is a national private company engaged in the provision of outsourcing services, specifically in the supply of personnel such as security guards, cleaning staff, and other support staff. In carrying out its operations, the company relies on a diverse workforce to meet client needs effectively and efficiently. However, in reality, there remains a trend of increasing turnover intention influenced by compensation and workload.

This situation is reflected in the rising turnover intention rate among security employees at PT Putratama Satya Bhakti's Jakarta branch year over year. In 2024, the turnover rate stood at 16.7%, while in 2025 it rose to 26.3%. This data indicates that the number of employees leaving the company has risen significantly. This increase suggests potential issues in human resource management, such as job dissatisfaction, high workloads, or suboptimal compensation. If this situation is not addressed promptly, it could disrupt the company's operations and lead to a decline in overall organizational performance.

Therefore, understanding the factors that can influence turnover intention is crucial. Several previous studies have examined the effects of compensation and workload on turnover intention, but the results obtained have been inconsistent, including those by Saing (2025), Irvani et al. (2021), Puspyanita et al. (2025), Melisa & Febrian (2025) state that compensation has a significant effect on turnover intention. However, Aji et al. (2025) found that compensation does not have a significant effect on turnover intention. Furthermore, Saing (2025), Haniyah et al. (2025), Maulidah et al. (2022), Egarini & Prastiwi (2022) state that workload has a significant effect on turnover intention. Meanwhile, Wibowo & Andriani (2025) found that workload does not have a significant effect on turnover intention. On the other hand, Kristin et al. (2022), Asmaradinanda et al. (2024), Fitriani & Yusiana (2020), Derrick (2022) demonstrated that job satisfaction has a significant effect on turnover intention. However, Ihwanti & Gunawan (2023) found that job satisfaction does not have a significant effect on turnover intention.

Inconsistencies and contradictions in the results of previous studies represent an empirical gap that makes it important to conduct this study again. Furthermore, the novelty of this study lies in its use of different organizational subjects and characteristics compared to previous research, which may lead to different research findings. Research on turnover intention in security service companies such as PT

Putratama Satya Bhakti's Jakarta Area remains very limited. Therefore, this study was conducted to re-examine the effects of compensation and workload on turnover intention through job satisfaction as an intervening variable at PT Putratama Satya Bhakti's Jakarta Area.

Literature Review

1. The Effect of Compensation on Job Satisfaction

Compensation is a form of reward provided by a company to employees for their contributions, such as salary, bonuses, allowances, and other benefits.

Fair and appropriate compensation can increase job satisfaction because employees feel valued by the company. This is supported by research by Nur & Suryani (2025) and Wajdi & Nafisa, (2023), which states that compensation has a positive effect on job satisfaction. Thus, the better the compensation provided by the company, the higher the level of employee job satisfaction.

2. The Effect of Workload on Job Satisfaction

Workload refers to the number of tasks that employees must complete in accordance with the responsibilities assigned by the company. A well-managed workload can increase productivity, motivation, and job satisfaction, whereas an excessive workload can lead to stress and work-related fatigue. This is supported by research by Anwar et al. (2023) and Fitriani & Yusiana, (2020), which shows that workload has a significant effect on employee job satisfaction. Thus, an appropriate and well-managed workload can increase employee job satisfaction.

3. The Effect of Compensation on Turnover Intention

Compensation is the reward a company provides to employees for their contributions, whether in financial or non-financial form. Appropriate compensation can increase motivation and job satisfaction, while inappropriate compensation can lead to turnover intention. This is supported by research by Putri et al., (2023) and Anwar et al., (2023), which shows that compensation influences employees' turnover intention. Thus, inappropriate compensation can increase employees' tendency to leave the company.

4. The Effect of Workload on Turnover Intention

Workload refers to the number of tasks an employee must complete within a specific period of time. An appropriate workload can increase productivity, but an excessively high workload can cause stress, fatigue, and increase turnover intention. This is supported by research by Fauziatunnisa et al., (2025) and Ayuningrum & Surya, (2024), which shows that workload has a positive effect on turnover intention. Thus, the higher the workload an employee receives, the greater their desire to leave the company.

5. The Effect of Job Satisfaction on Turnover Intention

Job satisfaction refers to an employee's feelings toward their job, reflecting the fulfillment of their needs and expectations in the workplace. High job satisfaction can increase loyalty and job comfort, while low job satisfaction can increase turnover intention. This is supported by research by Asmaradinanda et al., (2024) and Fitriani & Yusiana, (2020), which shows that job satisfaction influences employees' turnover intention. Thus, the lower an employee's perceived job satisfaction, the higher their tendency to leave the company.

6. Compensation influences turnover intention through job satisfaction

Compensation is an important factor that can influence turnover intention through job satisfaction. Providing fair and appropriate compensation can increase job satisfaction, thereby reducing employees' desire to leave the company. This is supported by the study by Shohib et al., (2024), which shows that compensation influences turnover intention through job satisfaction. However, research by Asmaradinanda et al., (2024) indicates that job satisfaction does not mediate the relationship between compensation and turnover intention. Thus, the effect of compensation on turnover intention through job satisfaction may still be influenced by other factors outside the scope of this study.

7. Workload influences turnover intention through job satisfaction

Workload is a factor that can influence turnover intention both directly and through job satisfaction. A high workload can reduce job satisfaction and increase employees' desire to leave the company. This is supported by research by Silaningsih et al., (2025) and Ong et al., (2023), which shows that job satisfaction mediates the effect of workload on turnover intention. Thus, an appropriate workload can increase job satisfaction and reduce employees' turnover intention.

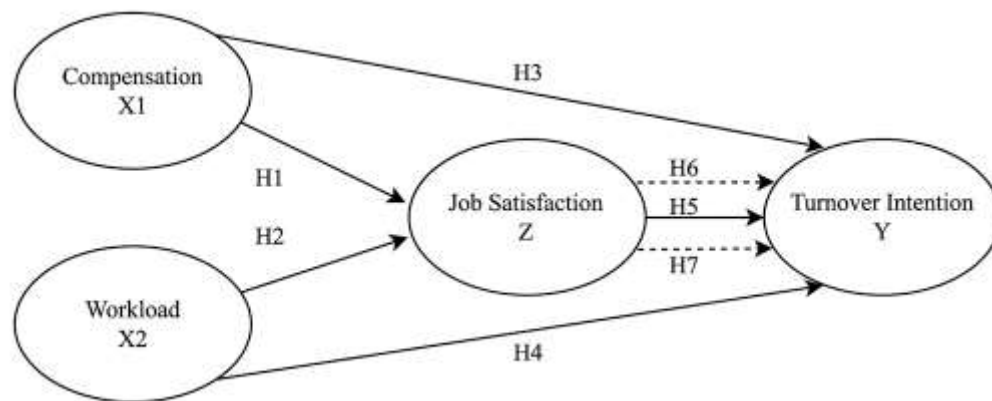


Figure 1. Conceptual Framework

METHOD

1. Type of Research

This study employs a quantitative approach using an associative method. According to Handayani & Daulay (2021), a quantitative approach is a research method that generates data in the form of measurable numbers, which can be analyzed using statistical techniques to test formulated hypotheses. This study employs a quantitative approach because it aims to measure the extent to which the variables of reduced compensation and increased workload affect employees' turnover intention through job satisfaction as an intervening variable. The operational variables were determined based on Putri et al., (2023) and Zunaidah et al., (2020). The compensation variable consists of four indicators, including: salary (2 statement items), wages (2 statement items), allowances (2 statement items), and benefits (2 statement items); the workload variable, based on Abang et al., (2018) and Tinambunan et al., (2022), consists of four indicators, namely: time pressure (2 statement items), mental pressure (2 statement items), targets (2 statement items), and work conditions (2 statement items); the job satisfaction variable, based on Irvani et al., (2021); Norawati & Nurmansyah, (2025), consists of four indicators, namely:

Working conditions (2 statement items), Salary or wages (2 statement items), Discipline (2 statement items), Job performance (2 statement items); the turnover intention variable, based on Carmeli & Weisberg, (2007) and Dwita, (2022), consists of four indicators, including: Thinking of leaving (2 statement items), Desire to find a job (2 statement items), Intent to search (2 statement items), and Intention to leave the organization in the coming months (2 statement items).

2. Population and Sample

This study was conducted in the Jakarta area with a target population of 120 security employees; however, not the entire population was included in the sample. This study employed purposive sampling, with the sample size calculated using Slovin's formula 5% of the total population resulting in 93 respondents selected for this study. The sampling criteria were based on: 1. possession of a Security Employee ID Card; 2. length of service; 3. age; 4. highest level of education; 5. gender; and 6. job title.

3. Data Collection Techniques

The types of data used in this study are divided into two categories: primary data and secondary data. Primary data was collected through several methods, such as interviews, observations, and the distribution of questionnaires. Meanwhile, secondary data was collected from company documents, scientific journals, and data obtained from relevant agencies. The collected data were then analyzed using validity tests, reliability tests, normality tests, multicollinearity tests, heteroscedasticity tests, multiple linear regression analysis, path analysis, T-tests, F-tests, the coefficient of determination (R^2), and the Sobel test, all of which were performed using SPSS version 27.

RESULTS AND DISCUSSION

Result

Validity Tests and Reliability Test

Table 1. Results Validity Tests and Reliability Tests

Variable	Item Statement	Calculated r Value	Table r Value	Notes	Reliability	Notes
Compensation (X1)	X1.1	0,405	0,203	Valid	0,882	Reliable
	X1.2	0,453	0,203	Valid		
	X1.3	0,412	0,203	Valid		
	X1.4	0,416	0,203	Valid		
	X1.5	0,317	0,203	Valid		
	X1.6	0,443	0,203	Valid		
	X1.7	0,275	0,203	Valid		
	X1.8	0,340	0,203	Valid		
Workload (X2)	X2.1	0,591	0,203	Valid	0,668	Reliable
	X2.2	0,578	0,203	Valid		
	X2.3	0,605	0,203	Valid		
	X2.4	0,474	0,203	Valid		
	X2.5	0,592	0,203	Valid		

Variable	Item Statement	Calculated r Value	Table r Value	Notes	Reliability	Notes
Job Satisfaction (Z)	X2.6	0,515	0,203	Valid	0,857	Reliable
	X2.7	0,611	0,203	Valid		
	X2.8	0,473	0,203	Valid		
	Z.1	0,621	0,203	Valid		
	Z.2	0,621	0,203	Valid		
	Z.3	0,520	0,203	Valid		
	Z.4	0,538	0,203	Valid		
	Z.5	0,614	0,203	Valid		
Turnover Intention (Y)	Z.6	0,492	0,203	Valid	0,630	Reliable
	Z.7	0,605	0,203	Valid		
	Z.8	0,530	0,203	Valid		
	Y.1	0,479	0,203	Valid		
	Y.2	0,529	0,203	Valid		
	Y.3	0,561	0,203	Valid		
	Y.4	0,395	0,203	Valid		
	Y.5	0,413	0,203	Valid		
	Y.6	0,391	0,203	Valid		
	Y.7	0,501	0,203	Valid		
	Y.8	0,507	0,203	Valid		

Source: Compiled data, 2026

The validity test results show that all survey items in this study yielded a calculated r value greater than the table r value. Thus, it can be concluded that every survey item in this study is valid. Furthermore, the results of the reliability tests for the variables of compensation, workload, job satisfaction, and turnover intention showed Cronbach's Alpha values of ≥ 0.60 . Thus, it can be concluded that all survey items in this study are reliable and capable of providing consistent measurement results.

Normality Tests

Table 2. Result Normality Tests

		Unstandardized Residual
N		93
Normal Parameters ^{a,b}	Mean	.0000000
	Std. Deviation	5.01152926
	Extreme Absolute	.064
Most Differences	Positive	.042
	Negative	-.064
Test Statistic		.064
Asymp. Sig. (2-tailed) ^c		.200 ^d

Source: Compiled data, 2026

The results of the normality test show that the calculated Asymp. Sig. (2-tailed)^c value is $0.200 > 0.05$; therefore, it can be concluded that the data in this study are normally distributed.

Multicollinearity Tests

Table 3. Result Multicollinearity Tests

Model		Collinearity Statistic	
		Tolerance	VIF
1.	Compensation	.757	1.321
	Workload	.789	1.267
	Job Satisfaction	.653	1.530

Source: Compiled data, 2026

The results of the multicollinearity test show that the tolerance values for each variable fall within the range of ≥ 0.10 and the Variance Inflation Factor (VIF) values for each research variable are ≤ 10 ; therefore, it can be concluded that there is no multicollinearity among the independent variables in the regression model.

Heteroscedasticity Tests



Figure 2. Result Heteroscedasticity Tests

Source: Compiled data, 2026

The scatterplot results show that the data points are randomly distributed around zero, both above and below the horizontal axis. Furthermore, the distribution of the data points does not form any specific pattern, such as a wavy, widening, or narrowing pattern. Thus, it can be concluded that the regression model does not exhibit heteroscedasticity.

Multiple Linear Regression Analysis

Table 4. Result multiple linear regression analysis 1

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig
1	(Constant)	3.046	5.440		.560	.577
	Compensation	.124	.124	.391	4.400	< .001
	Workload	.384	.099	.343	3.861	< .001

Source: Compiled data, 2026

Based on the results of the multiple linear regression analysis, Equation 1 can be formulated as follows:

$$Z = 3.046 + 0.124X_1 + 0.384X_2 + e$$

This equation can be explained as follows:

1. The compensation variable (X_1) has a coefficient of 0.124, meaning that if compensation increases, job satisfaction will also increase by 0.124, assuming all other variables remain constant.

2. The workload variable (X_2) has a coefficient of 0.384, meaning that if the workload increases, job satisfaction will increase by 0.384, assuming all other variables remain constant.

Table 5. Result multiple linear regression analysis 2

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig
1	(Constant)	17.727	6.156		2.880	.005
	Compensation	.052	.155	.038	.335	.738
	Workload	.284	.121	.263	2.347	.021
	Job Satisfaction	.111	.119	.115	.935	.352

Source: Compiled data, 2026

Based on the results of the multiple linear regression analysis, Equation 2 can be formulated as follows:

$$Y = 17.727 + 0.052X_1 + 0.284X_2 + 0.111Z + e$$

This equation can be explained as follows:

1. The compensation variable (X_1) has a coefficient of 0.052, meaning that if compensation increases, turnover intention will also increase by 0.052, assuming all other variables remain constant.
2. The Workload variable (X_2) has a coefficient of 0.284, meaning that if workload increases, turnover intention will also increase by 0.284, assuming all other variables remain constant.
3. The job satisfaction variable (Z) has a coefficient of 0.111, meaning that if job satisfaction increases, turnover intention will also increase by 0.111, assuming all other variables remain constant.

Analysis Path Test Results

Table 6. Analysis Path Test Results

Model	Standardized Coefficients	Sig
Equation 1		
Compensation (X1)	.391	0,000
Workload (X2)	.343	0,000
Equation 2		
Compensation (X1)	.038	.738
Workload (X2)	.263	.021
Job Satisfaction (Z)	.115	.352

Source: Compiled data, 2026

a. The Effect of Compensation on Turnover Intention via Job Satisfaction

Based on the results above, it can be seen that the direct effect of compensation on turnover intention is 0.038. Meanwhile, the indirect effect of compensation on turnover intention via job satisfaction is the product of the beta coefficient of compensation on job satisfaction and the beta coefficient of job satisfaction on turnover intention, namely $0.391 \times 0.115 = 0.044$. Therefore, the total effect of compensation on turnover intention is the sum of the direct and indirect effects, namely $0.038 + 0.044 = 0.082$. Based on the above calculations, it is evident that the indirect effect is greater than the direct effect; however, since the effect of job satisfaction on turnover intention is not significant, job satisfaction cannot serve as an intervening variable in the relationship between compensation and turnover intention.

b. The effect of workload on turnover intention through job satisfaction

Based on the results above, it can be seen that the direct effect of workload on turnover intention is 0.263. Meanwhile, the indirect effect of workload on turnover

intention via job satisfaction is the product of the beta coefficient of workload on job satisfaction and the beta coefficient of job satisfaction on turnover intention, namely $0.343 \times 0.115 = 0.039$. Therefore, the total effect of workload on turnover intention is the sum of the direct and indirect effects, namely $0.263 + 0.039 = 0.302$. Based on the above calculations, it is evident that the direct effect is greater than the indirect effect; this result indicates that workload has a direct influence on turnover intention and that job satisfaction has not been able to serve as a significant intervening variable.

T-Tests

Table 7. Result T-Test

Model	Sig-t	T-value	T-value standard	Note
Equation 1				
Compensation (X1)	0,000	4,400	1,987	H1 Accepted
Workload (X2)	0,000	3,861		H2 Accepted
Equation 2				
Compensation (X1)	0,738	0,335	1,987	H3 Rejected
Workload (X1)	0,021	2,347		H4 Accepted
Job Satisfaction (Z)	0,352	0,935		H5 Rejected

Source: Compiled data, 2026

Based on the results of the t-test, the following results were obtained:

- The results of the t-test for the relationship between compensation and job satisfaction yielded a sig-t value of $0.000 < 0.05$. The calculated t-value of 4.400 is greater than the critical t-value of 1.987. This indicates that H1 is accepted and H0 is rejected, meaning there is a significant positive effect of compensation on job satisfaction.
- The results of the t-test for the work load variable on job satisfaction yielded a sig-t value of $0.000 < 0.05$. The calculated t-value of 3.861 is greater than the critical t-value of 1.987. This indicates that H2 is accepted and H0 is rejected, meaning there is a significant positive effect of work load on job satisfaction.
- The results of the t-test on the relationship between compensation and turnover intention yielded a sig-t value of $0.738 < 0.05$. The calculated t-value of 0.335 is greater than the critical t-value of 1.987. This indicates that H3 is rejected and H0 is accepted, meaning there is no significant positive relationship between compensation and turnover intention.
- The results of the t-test on the work load variable regarding turnover intention yielded a sig-t value of $0.021 < 0.05$. The calculated t-value of 2.347 is greater than the critical t-value of 1.987. This indicates that H4 is accepted and H0 is rejected, meaning there is a significant positive effect of work load on turnover intention.
- The results of the t-test examining the relationship between job satisfaction and turnover intention yielded a sig-t value of $0.352 > 0.05$. The calculated t-value of 0.935 is less than the critical t-value of 1.987. This indicates that H5 is rejected and H0 is accepted, meaning there is no significant positive effect of job satisfaction on turnover intention.

F-Test

Table 8. Results of the F-Test for Job Satisfaction (Z)

Model	Sum of Squares	df	Mean Square	F	Sig.
1. Regression	971.165	2	485.583	23.864	< .001 ^b
Residual	1831.286	90	20.348		

Model	Sum of Squares	df	Mean Square	F	Sig.
Total	2802.452	92			

Source: Compiled data, 2026

Based on the results of the F-test, it was found that the significance value was $0.001 < 0.05$. Thus, it can be concluded that the variables of compensation and workload simultaneously have a significant effect on job satisfaction.

Table 9. Results of the F-Test for Turnover Intention (Y)

Model	Sum of Squares	df	Mean Square	F	Sig.
2. Regression	318.177	3	106.059	4.085	.009 ^b
Residual	2310.619	89	25.962		
Total	2628.796	92			

Source: Compiled data, 2026

Based on the results of the F-test, it was found that the significance value was $0.009 < 0.05$. Thus, it can be concluded that the variables of compensation and workload simultaneously have a significant effect on turnover intention.

Test of the Coefficient of Determination (R^2)

Table 7. Coefficient of Determination (R^2)

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
Equation 1 Compensation (X1) Workload (X2)	.589	.347	.332	4.51083
Equation 2 Compensation (X1) Workload (X2) Job Satisfaction (Z)	.348	.121	.091	5.09529

Source: Compiled data, 2026

The results of the coefficient of determination test show that the Adjusted R-Square value for Equation 1 is 0.332, or 33.2%. This value is below 50%, meaning that compensation and workload account for 33.2% of the variation in job satisfaction. The remaining 66.8% is explained by other variables outside the scope of this study. In Equation 2, the Adjusted R-Square value was 0.091, or 9.1%. This value is below 50%, meaning that compensation, workload, and job satisfaction account for only 9.1% of the ability to explain and predict turnover intention. The remaining 90.9% is explained by other variables outside the scope of this study.

Sobel Test

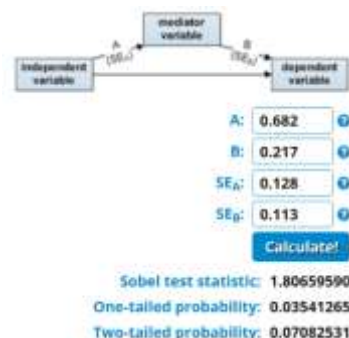


Figure 3. Results of the Sobel Test on the Moderating Effect of Job Satisfaction on Turnover Intention

Based on the results of the Sobel Test on the model of the effect of compensation on turnover intention through job satisfaction as an intervening variable, the significance value indicated by the two-tailed probability was $0.0708 \geq 0.05$, and the Sobel Test value was $1.806 \leq 1.987$, which is the critical value. This means that the job satisfaction variable is unable to mediate the effect of compensation on turnover intention; in other words, the job satisfaction variable is not an intervening variable. Therefore, it can be concluded that H6 is rejected and H0 is accepted.

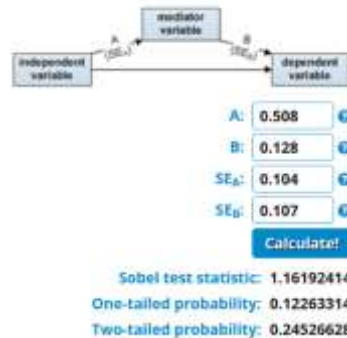


Figure 4. Results of the Sobel Test on the Effect of Workload on Turnover Intention via Job Satisfaction

Based on the results of the Sobel Test on the model of the effect of workload on turnover intention through job satisfaction as an intervening variable, the significance value indicated by the two-tailed probability was $0.245 \geq 0.05$, and the Sobel Test value was $1.161 \leq 1.987$, which is the critical value. This means that the workload variable does not mediate the effect of workload on turnover intention, or that job satisfaction is not an intervening variable. Therefore, it can be concluded that H7 is rejected and H0 is accepted.

Discussion

The Effect of Compensation on Job Satisfaction

The results of the statistical analysis indicate that compensation has a positive effect on employee job satisfaction; thus, H1 is accepted and H0 is rejected. This suggests that the better the compensation provided by the company, the higher the level of job satisfaction felt by employees. These results are consistent with previous research indicating that compensation affects job satisfaction. Appropriate compensation can enhance employees' sense of being valued and their work motivation, thereby fostering job satisfaction (Nur & Suryani, 2025). Furthermore, compensation makes employees feel that their financial needs and quality of life are met, which tends to increase their job satisfaction with the company (Wajdi & Nafisa, 2023).

The Effect of Workload on Job Satisfaction

The results of the statistical analysis show that workload has a positive effect on job satisfaction; thus, H2 is accepted and H0 is rejected. This indicates that effective workload management can influence employees' levels of job satisfaction. These findings are consistent with previous research indicating that workload has a significant effect on job satisfaction. A workload that matches employees' capabilities can increase their comfort and enthusiasm for work, thereby boosting job satisfaction (Anwar et al., 2023). Additionally, a well-managed workload can make employees feel more challenged and motivated to complete their tasks (Fitriani & Yusiana, 2020).

The Effect of Compensation on Turnover Intention

The results of the statistical analysis show that compensation does not have a significant effect on turnover intention; therefore, H3 is rejected. This indicates that the compensation received by employees is not yet a major factor influencing their desire to leave the company. These findings are consistent with previous research stating that compensation does not have a significant effect on employee turnover intention. This suggests that the level of compensation provided by the company is not necessarily the primary factor determining employees' desire to leave the company (Gentari & Syamsudin, 2022). For outsourced security employees at PT Putratama Satya Bhakti in the Jakarta area, the desire to stay or leave the company tends to be influenced by factors other than compensation. The nature of the job as outsourced security personnel which involves a contract-based work system, long working hours, fluctuating work assignments, and on-site work pressure leads employees to prioritize work comfort, job stability, and work environment conditions over the amount of compensation they receive. The results of this study indicate that, for outsourced security employees, compensation is not the dominant factor influencing turnover intention.

The Effect of Workload on Turnover Intention

The results of the statistical analysis show that workload has a positive and significant effect on turnover intention, thus H4 is accepted. This indicates that the higher the workload perceived by employees, the greater their tendency to want to leave the company. These findings are consistent with previous research demonstrating that workload has a positive and significant effect on turnover intention. Employees who face excessive job demands, long working hours, and high job stress tend to have a stronger desire to leave the company. These conditions can reduce employees' job comfort and satisfaction, thereby fostering turnover intention (Sugiarto et al., 2026).

The Effect of Job Satisfaction on Turnover Intention

The results of the statistical analysis indicate that job satisfaction does not have a significant effect on turnover intention; therefore, H5 is rejected. These findings are supported by previous research stating that job satisfaction does not significantly influence turnover intention. The company has made efforts to improve job satisfaction through compensation and the work environment; however, these measures have not been strong enough to deter employees' desire to leave the organization. Employees in the career development phase tend to prioritize career opportunities, work flexibility, and job stress over job satisfaction alone (Aji et al., 2025). For outsourced security employees at PT Putratama Satya Bhakti in the Jakarta area, the decision to stay or leave the company is largely influenced by the job demands and working conditions they face on a daily basis. The outsourcing work system which involves shift work, security responsibilities, and work assignments that can change at any time leads employees to prioritize job stability and the ability to adapt to work-related stress over their perceived level of job satisfaction. The results of this study indicate that job satisfaction has not yet become a sufficiently strong factor in influencing turnover intention among outsourced security employees.

The Effect of Compensation on Turnover Intention via Job Satisfaction as an Intervening Variable

The results of the Sobel test indicate that job satisfaction does not mediate the relationship between compensation and turnover intention; therefore, H6 is rejected and H0 is accepted. These findings are consistent with previous research indicating that job satisfaction does not mediate the effect of compensation on turnover intention. Although compensation received by employees is expected to foster job satisfaction and reduce the desire to leave the company, in reality, compensation that falls short of expectations does not necessarily reduce turnover intention (Sugianto et al., 2022). While compensation can enhance job satisfaction, it does not necessarily reduce employees' desire to leave the company (Yelfira & Soeling, 2021). For outsourced security employees at PT Putratama Satya Bhakti in the Jakarta area, the compensation they receive has not been the primary factor in shaping job satisfaction that influences their desire to remain with the company. This means that even though the company provides good compensation, it does not necessarily create the level of job satisfaction needed to curb employees' desire to leave the company.

The Effect of Workload on Turnover Intention via Job Satisfaction as an Intervening Variable

The results of the Sobel test indicate that job satisfaction does not mediate the relationship between workload and turnover intention; therefore, H7 is rejected and H0 is accepted. These findings are consistent with previous research indicating that job satisfaction does not mediate the effect of workload on turnover intention. A high workload can still increase employees' desire to leave the company even if they have a certain level of job satisfaction. Excessively demanding work conditions can lead to work-related stress and fatigue, thereby driving turnover intention among employees (Wibowo & Andriani, 2025). For outsourced security employees at PT Putratama Satya Bhakti in the Jakarta area, high workloads such as long working hours, shift work, and the demands of maintaining security in the workplace cause employees to feel the pressure of their jobs more directly. These conditions mean that the emergence of turnover intention is more strongly influenced by the workload employees face than by their level of job satisfaction.

CONCLUSION

Based on the results of the data analysis and discussion, it can be concluded that compensation and workload have a positive effect on the job satisfaction of outsourced security employees at PT Putratama Satya Bhakti in the Jakarta area. Furthermore, compensation has no effect on turnover intention, whereas workload has a positive effect on turnover intention. Meanwhile, job satisfaction has no effect on turnover intention and does not mediate the effects of compensation and workload on turnover intention.

Based on these research findings, management at PT Putratama Satya Bhakti's Jakarta Area office needs to pay closer attention to managing the workload of outsourced security employees. Excessively high workloads have been shown to increase turnover intention; therefore, the company needs to implement a more balanced distribution of tasks, adjust work hours, and ensure that staffing levels align

with operational needs. In addition, the company also needs to maintain a fair and appropriate compensation system so that employees feel valued for the work they do. Although compensation does not have a significant direct effect on turnover intention, providing good compensation can still increase employee job satisfaction.

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