

The effect of workload and work environment on employee turnover intention mediated by job satisfaction

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Abstract

This study aims to analyze the effect of workload and work environment on turnover intention with the mediating variable of job satisfaction. This study uses a quantitative approach. Data and information were collected through a questionnaire survey using a gform. The population in this study are employees working at PT. Madhani Talatah Nusantara Jobsite 060 C in District Gunung Tabur, Berau Regency, East Kalimantan. Total is 943 employees. The sampling technique used is Cluster Random Sampling (Random sampling technique based on area or work cluster). The sample to be taken from a population of 943 with a staff of 199 people will be used as the object of research if, with an error of 10%, it is necessary to have 133 respondents, with actual respondents of 102. The analytical method used in this study is Structural Equation Modeling (SEM). The study's results indicate that the workload and work environment have a positive and significant direct effect on turnover intention. The workload is proven to impact turnover intention, which is remediated by job satisfaction. The work environment influences turnover intention, which is mediated by job satisfaction.

Keywords: Employees; workload; work environment; turnover intention; structural equation modeling

1. Introduction

In the current era of globalization, marked by the state of the economy, economic entities are required to adapt to changes in the external and internal business environment. With the current outbreak of Covid-19 and the war between Russia and Ukraine leading to an unstable economy and changing regulations, this is a challenge for businesses and their employees. Due to the Covid-19 pandemic and wars between countries, international market conditions have been disrupted, as well as the share of imports and exports. Mineral and coal exports and imports were also disrupted. When the Covid-19 pandemic began to spread throughout the world, this impact caused prices to fall. Then the mineral resource economy experienced a recovery when Covid-19 began to lower the prices of coal and minerals, according to ICI. The war between the two countries, Russia and Ukraine, caused the coal export market to soar to the highest price in mining history. Employers use these excellent prices to open new mining projects, which increases job openings in mining companies. Many companies are scrambling to find great human resources.

About human resources, from previous research, changes in organizational environmental conditions both internally and externally directly or indirectly. It can affect the organizational climate and work environment. Realizing this, the company will certainly manage employees well and keep employees loyal to the company. With good attention from the company, it will certainly reduce the workload with a comfortable work environment.

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Each working condition has a different workload depending on the employee's reaction. This condition can be caused by employee behavior, competition in the work environment, even due to workload from superiors, or too many client requests. Without completeness and attention within the company, the work environment can have an impact on work results that are not optimal. On the other hand, the continuous excessive workload will also hinder the increase in employee job satisfaction. Low job satisfaction will result in higher employee turnover, and employees tend to leave the company and look for work in other companies.

A person's switching intentions can share an unfavorable impact on an industry's inability to manage people's attitudes. Employee turnover is a negative issue for the industry, but it can be a positive if properly controlled. Turnover is often used as a marker of industry performance and is perceived negatively as an industrial efficiency policy. There are many aspects of employee turnover in large organizations, including work area and workload. Regarding turnover intention, employees who have job satisfaction will be more productive, share organizational goals and objectives, and generally have a low willingness to leave the industry (Harter *et al.*, 2002). From that happening, turnover intentions are something that cannot be avoided. This phenomenon is a serious problem faced by a company. Turnover intentions are the desire of the individual to change the place of work, that thing caused by several factors. There are high turnover intentions in a company that can indicate that the company is not healthy. Therefore, this is very important and necessary noticed by the company to retain its employees. The main source of employee turnover is excessive workload, leadership style, and so on (Lim *et al.*, 2010).

The workload is the amount of work borne by employees or job units within an organization completed within a certain period of time (Febriyanti and Faslah, 2013). The workload variable itself is very influential on employee turnover itself. Wickens (1993) defines workload as the number of tasks performed, which usually have very large time constraints. There are three aspects. First, the amount of work and work done. Second, aspects of time and employee subjective experience, which is assumed if the workload increases, errors are also aligned. Third, the mental and physical efforts of employees reflect the employee's response to their duties.

In addition, workload and another aspect that can affect turnover is the work area. Spector observed that most businesses neglect work areas in their organization which has a negative impact on the performance of their employees. The work area consists of security for employees, job security, good bonds with colleagues, recognition for good performance, motivation to do well, and participation in industrial decision-making processes. Therefore, it is necessary to pay attention to the work environment so that employees are more comfortable and feel at home in order to create a healthy work environment. Once employees realize that the industry considers them important, they will have a high level of commitment and ownership of the organization's work (Lane *et al.*, 2010).

Putra & Rahyuda (2016) state that a work environment is a place or condition where employees carry out activities well if the environment feels comfortable, safe, and clean, which can later determine the success of a company. A company that has a good and comfortable work environment can have an impact on increasing the satisfaction felt by employees.

Job satisfaction means a person's behavior towards his work, or it can also be a person's universal behavior in his work, or it can also be referred to as a comparison between the rewards/rewards that employees receive with what they deserve. Job satisfaction is a positive and exciting emotional state that results from job evaluation or work experience. Job satisfaction is the difference between what is obtained and what should be obtained, the less the difference is obtained, and the individual can be said to be satisfied against worker she replied. The higher the sense of job satisfaction felt by an employee in the company he works for, the less likely the employee will move to another company. Therefore, company leaders must pay more attention to employees so that the intention to move into the company decreases. For example, giving awards for satisfactory work results.

From the explanation above, several aspects affect turnover, so every industry must retain every employee who works in an organization or industry, namely PT Madhani Talatah Nusantara Work Location 060 C.

2. Literature review

Turnover intention is the desire of an employee to leave a job and move to find a new job. This means that the intention to change is the willingness of people to move from one place to another, but

it has not materialized (Widjaja *et al.*, 2012). Turnover, on the other hand, is when an employee voluntarily quits a job or shifts from one job to another. Turnover Intention (intention to leave) is the intention of an employee to stop working from his job (Zeffane, 2003). Employee turnover is simply the flow of employees entering and leaving an organization or company. An employee who intends to leave a company is an unavoidable behavior. The desire to leave appears if the employee feels uncomfortable in the company, so he wants to find a better job (Kristian and Ferijani, 2020).

Turnover intention is a negative issue that can have a negative impact on the company itself if the company cannot handle it properly. However, if a company can handle it properly and correctly, this will be a positive thing for the company. Turnover intention can be used as an indicator of policy-making by companies or organizations. Factors that affect turnover intention are a person's characteristics, work area, job satisfaction, and organizational commitment.

As explained above, turnover intention can have a negative effect on the company. The main impact that will arise is the vacant position due to being abandoned by employees and the impact on high costs. Based on Mobley (2011), the biggest impact on company turnover is expensive, and a high turnover rate can be bad for the company. The effect of a sizable waste of money occurs because of the release of employees in the company, which then the company has to pay for recruiting, orientation, overtime, and supervision.

Meanwhile, the workload is defined as an organization or parent unit that obtains workload analysis methods or other management methods within a certain period. The workload can be interpreted as activities that someone must complete while working. The workload can be influenced by several factors, which include internal factors and external factors. Internal factors can be influenced by somatic and psychological factors, while external factors are usually influenced by environmental factors such as tasks, work organization, and work environment (Maharja, 2015). Dhania (2010) concluded that a workload is several physical and psychological activities that require mental abilities and must be completed within a certain period. If an employee can complete and adapt to a certain number of tasks, this does not become a workload. However, if a worker is not successful in completing and adapting to several tasks, it will be a workload.

Time data about the efficiency and effectiveness of the organization's work. Based on Mahendrawan (2015), the measurement of workload can be determined from several factors, including physical tasks; mental tasks; working hours; and rest time. Workload refers to the amount of work given to an employee to be completed later. Some studies have also shown a positive relationship between workload, stress, and turnover intention. According Qureshi *et al.* (2013), workload, work stress, and switching intentions have a significant relationship.

According to Irawati & Carrollina (2017) workload can have a negative impact on employees such as:

- Improved absenteeism. Too much workload causes employees to be too tired, resulting in employees becoming sick. This causes the absentee level to be too high and has a negative impact on the smooth running of the organization, as well as affects the overall performance of the organization.
- Decreased quality of work. Work standards due to physical fatigue and decreased concentration, work accuracy, and self-control.
- Customer complains. Work results that are unsatisfactory and not in accordance with customer expectations provided by employees can cause complaints, so these complaints become a pressure for employees.

The work environment is also one factor influencing the employee's intention to move from work. In a company, to carry out various activities related to the company, the work environment is the condition that exists around the workers so that both directly and indirectly can influence workers in carrying out the tasks assigned to an employee. A company with a good and fun environment can generate enthusiasm at work. However, a company with a bad and unpleasant work environment will reduce employee morale. The work environment is the physical, psychological, and social conditions that prevail in an organization and influence employee network factors.

According to Nitisemito (2012), the work environment is everything around workers that can influence them in carrying out the tasks given by the leadership. Sedarmayanti (2009) also states that the work environment is divided into two groups, namely the physical work environment and the non-

physical work environment. The physical work environment is all physical presence that can affect employees directly or indirectly. This environment is also directly related to employees. However, some are related to intermediaries or the general environment, which can also be called the work environment that affects the human condition, such as humidity, temperature, and air circulation.

While the non-physical work environment is a situation and condition that occurs and is related to work relations, both relations with superiors, fellow co-workers, and company subordinates, therefore, companies must be able to provide conducive working conditions and support cooperation among employees working in them, both at the top and bottom levels, with a family atmosphere, good communication, and good self-control.

The work environment includes all the physical factors and social factors that also have an impact on work. There are two types of work environments, namely physical work environment and non-physical work environment. Factors that affect the work environment are lighting, temperature, noise, work safety, work relationships, and work equipment. Meanwhile Sariyathi (2007) states that the work environment is everything in the worker's environment that can affect him in carrying out work. Employees need a good and conducive work environment to achieve job satisfaction so that the company's targets assigned to employees can also be achieved.

Then the last thing that can cause turnover intention is job satisfaction. Job satisfaction is a sense of security. Job satisfaction is a form of one's feelings towards his work and what he does, work situations, and one's relationship with fellow co-workers who are in a company. Job satisfaction can be said as an important thing that an employee must own. So, employees can interact with their work environment so that the work can be carried out properly and by company goals. According to Handoko (2000), job satisfaction is a pleasant or unpleasant emotional state, how employees perceive their work.

Meanwhile, Kreitner (2003) argues that job satisfaction tends to affect workers' effectiveness or emotional responses to various aspects of work. Schwartz (1994) also explained that job satisfaction is a person's satisfaction with work and various aspects. In other words, job satisfaction is the development of feelings (satisfied) or (dissatisfied) only towards his work. Schwartz (1994) states that there are nine aspects of job satisfaction, namely:

- Salary is the remuneration or money employees receive for working in a company. Employees often see salary as a reflection of how management views the contribution they make to the company.
- The promotion factor relates to whether there is an opportunity to improve a position or career while working; this opportunity has a different influence on job satisfaction. Organizations with clear career paths will also impact employee productivity because employees will try their best to show their best potential to get promotion opportunities.
- Superior. The existence of leadership that is consistent with job satisfaction is a consideration. Functional relationships reflect the extent to which superiors help their employees to satisfy work values that are important to their employees.
- Benefits of job satisfaction. The point is the extent to which the company can provide compensation beyond the base salary to its employees. It aims to motivate or maintain employee performance so that the products produced or their performance is always maximized.
- Non-material rewards. This reward is satisfaction in the form of wages or rewards (not in the form of money) given for performance that is considered good. This reward can be in the form of a free vacation facilitated by the company, or it can also be in the form of goods or seminars outside the city or abroad for free.
- Satisfaction with working conditions and work rules and procedures. Working conditions may include working hours, temperature, office equipment, and work location. In general, an organization has established several work rules and procedures, but sometimes the application of rules and procedures that are too strict can cause dissatisfaction and demotivate employees. Employees feel that strict rules and procedures limit their space to be creative in completing tasks.
- Employee co-workers will get more than money or real accomplishments at work. For most employees, work also satisfies the need for social interaction. Therefore, employees must have friendly and supportive co-workers, and this is important in achieving employee job satisfaction.

- The nature of job satisfaction with the type of work performed. In essence, every job requires certain skills according to their respective fields. Difficulty or not a job and a person's feeling that his expertise is needed in doing the job will increase or decrease job satisfaction.
- Communication satisfaction with communication that exists both within the company and within the team. Communication here also applies to superiors and colleagues. Effective communication can reduce the incidence of conflict in an organization.

Job satisfaction depends on socio-economic aspects such as salary and social security, as well as opportunities for promotion, rewards related to supervision, employees, and others. In addition, job satisfaction also consists of socio-psychological aspects such as interactions with employees and their superiors. In addition, job satisfaction results from how much employees dislike various aspects of their job, and job satisfaction shows an employee's attitude towards his work. There are five dimensions of job satisfaction: the work itself, opportunities for advancement, salary, employees, and supervision.

3. Method

The method used in this study is a quantitative research method. The subjects of this study were workers at PT. Madhani Talatah Nusantara Jobsite 060 C. The time needed to complete this research is two months, and ten days of operational time of PT Madhani Talatah Nusantara Jobsite 060 C operates 24 hours a day. There are no holidays other than national holidays. The research theme of PT Madhani Talatah Nusantara Jobsite 060 C consists of the Plant, Engineering, HRD, HSE, Operations, and Trainer Departments. In this department, Project 060 C only refers to one workplace at PT Berau Coal from East Kalimantan, Berau Regency, Gunung Tabur Regency. This project has three mine openings with 943 employees and non-employees. I am also a PT employee, so my study hours are flexible.

The measurement scale uses a Likert scale (scale 5). Test the instrument with a validity test (convergent validity test, discriminant, AVE) and PLS reliability test (Cronbach alpha > 0.6 and combined reliability > 0.7). The data analysis technique uses structural equation modeling (SEM), which allows direct analysis of latent variables, indicator variables, and measurement errors. PLS can be used with small samples and applied to any data scale. The steps taken using the PLS evaluation model are the measurement model (external model) and the structural model (internal model).

4. Results and discussion

Characteristics descriptive analysis

Characteristics descriptive analysis is a statistical method used to describe or depict detailed data characteristics. This analysis aims to provide a better understanding of the data and identify variables. Based on Table 1, the total number of respondents in the study was 102 employees. Most respondents were male, accounting for 92 individuals (90%), while female respondents numbered only 10 individuals (10%). The number of males is significantly higher than females in this sample.

Most employees in this research sample were aged 26-30, totalling 29 individuals (28%). Additionally, there were 20 individuals (20%) aged 21-25, 15 individuals (15%) aged 31-35, 16 individuals (16%) aged 36-40, and 22 individuals (22%) aged 41-45. This indicates variation in the distribution of employees' age in this study.

Regarding the employee's length of service, there were 32 individuals (31%) with a term of 0-1 year, 29 individuals (28%) with a term of 2-3 years, 7 individuals (7%) with a term of 4-5 years, 17 individuals (17%) with a term of 6-7 years, and another 17 individuals (17%) with a term of 8-9 years. This shows variation in the length of work experience among employees in this study.

Moving on to the departmental data, in the OPERATIONS department, there were 40 employees (39%), 36 employees (35%) in the TECHNICAL department, 3 employees (3%) in the HRGA department, 13 employees (13%) in the HSE department, 2 employees (2%) in the SCM department, 6 employees (6%) in the PLANT department, and 2 employees (2%) in the OTD department. This indicates differences in the distribution of employees among those departments.

Overall, the data from Table 1. provide a better understanding of the composition of respondents based on gender, age, years of service, and departments in this study. This information can be used to analyze specific trends or patterns related to these variables.

Table 1. Characteristics of respondents

Respondent identity	Categories	Frequency (number of respondents)	Percentage (%)
Gender	Male	92	90%
	Female	10	10%
	Total	102	100%
Age	21 - 25 Years	20	20%
	26 - 30 Years	29	28%
	31 - 35 Years	15	15%
	36 - 40 Years	16	16%
	41 - 45 Years	22	22%
	Total	102	100%
Years of service	0 - 1 Years	32	31%
	2 - 3 Years	29	28%
	4 - 5 Years	7	7%
	6 - 7 Years	17	17%
	8 - 9 Years	17	17%
	Total	102	100%
Department	OPERATIONS	40	39%
	TECHNICAL	36	35%
	HRGA	3	3%
	HSE	13	13%
	SCM	2	2%
	PLANT	6	6%
	OTD	2	2%
	Total	102	100%

Variable descriptive analysis

Table 2. Variable characteristics

Variables	Average	Information
Workloads	3.86	high
Work environment	3.50	high
Turnover intention	3.40	high
Job satisfaction	3.19	enough

Based on the questionnaire, the average score for each variable is in the interval 3.40 – 4.19, which is included in the high category. Meanwhile, 2.60 to 3.39 are in enough category.

Convergent validity test

Based on the convergence validity test results, the value of the stress factor generated by the variables of motivation, work capacity, organizational commitment, and performance indicators is greater than 0.5. This validates the indicator as a measure of the latent variable.

Table 3. Discriminant validity test (AVE)

	Average Variance Extracted (AVE)	Information
Workloads	0.638	valid
Job satisfaction	0.634	valid
Work environment	0.703	valid
Turnover intention	0.716	valid

Based on Table 3, the resulting AVE value shows that motivation, work capacity, organizational commitment, and performance have an AVE value greater than 0.5. Then the above variables are validated.

Reliability test

Table 4. Reliability test

	Cronbach's alpha	rho_A	Composite reliability	Information
Workloads	0.929	0.935	0.941	reliable
Job satisfaction	0.903	0.905	0.924	reliable
Work environment	0.953	0.957	0.959	reliable
Turnover intention	0.920	0.927	0.938	reliable

From Table 4, Cronbach's alpha value is > 0.6, and the combined confidence value for all research variables is > 0.7. These results indicate that each variable reaches a composite confidence level, so it can be concluded that all variables have high confidence. Further analysis is now carried out by evaluating the internal model and testing the goodness-of-fit model.

Structural model (inner model)

Table 5. The goodness of fit test results

	R square	R square adjusted
Job satisfaction	0.318	0.304
Turnover intention	0.520	0.505

Based on Table 5, the adjusted R-squared value for the job satisfaction variable is 0.318. This value means that the turnover intention variable can explain the job satisfaction variable, and job satisfaction and turnover intention can be explained by other variables, which are not 83.8. This study includes.

Hypothesis test

In PLS, statistical tests of hypothetical relationships are performed by simulation. The bootstrap method is used in the example. Here are the results of the PL bootstrap analysis. There is an effect of workload on turnover intention. From the table above, the coefficient of workload on turnover intention is 0.296, and the P value is smaller than alpha ($0.000 < 0.050$), so H_0 is rejected. It turns out that the hypothesis that workload has a significant positive effect on turnover intention is "supported."

Table 6. *PenLive tests (total effects (mean, STDEV, t-values, p-values))*

	Original sample (O)	Sample means (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values
Workload -> job satisfaction	-0.350	-0.359	0.064	5,472	0.000
Workload -> turnover intention	0.296	0.299	0.065	4,595	0.000
Job satisfaction -> turnover intention	-0.388	-0.384	0.081	4,789	0.000
Work environment -> job satisfaction	0.404	0.405	0.070	5,785	0.000
Work environment -> turnover intention	-0.276	-0.283	0.083	3,303	0.001

Source: *SmartPLS Output Results (v.3.3)*

Next, there is an influence of the work environment on turnover intention. The table above shows that the coefficient of workload on turnover intention mediated by job satisfaction is 0.136, and H_0 is rejected if the P-value is smaller than alpha ($0.001 < 0.050$). It is then hypothesized that workload mediated by job satisfaction is 'supported' and significantly impacts turnover intention.

Besides that, there is an effect of workload on turnover intention, which is mediated by job satisfaction. From the table above, the coefficient value of workload for sales intention mediated by job satisfaction is 0.136, and H_0 is rejected because the P-value is smaller than alpha ($0.001 < 0.050$). From the description above, it can be said that the hypothesis that workload has a significant effect on turnover intention mediated by job satisfaction is "supported."

Last, this influence of the work environment affects turnover intention, which is mediated by job satisfaction. From the table above, the coefficient of the work environment on turnover intention mediated by job satisfaction is -0.157, and H_0 is rejected if the P-value is smaller than alpha ($0.000 < 0.050$). Thus, it can be said that the hypothesis that the work environment has a significant effect on turnover intention mediated by job satisfaction is "supported."

5. Conclusion

Based on these results and discussions, it can be concluded that workload positively affects turnover intention. So, the higher the workload, the higher the turnover intention. Meanwhile, the work environment proved to be detrimental to turnover intention. The better the work environment, the lower the turnover intention. On the other hand, the workload is proven to affect turnover intention, which is remediated by job satisfaction. So, the high workload experienced by company employees will have an impact on decreasing the level of job satisfaction which can impact the turnover intention. And finally, the work environment influences turnover intention, which is mediated by job satisfaction so that a comfortable and safe work environment can affect the increase in satisfaction felt by employees.

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