

***THE EFFECT OF WORKLOAD AND COMPENSATION ON
TURNOVER INTENTION THROUGH EMPLOYEE WELL-
BEING AS A MEDIATING VARIABLE AT PT ANUGERAH
BUMI SELOLIMAN***

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ABSTRACT

This study aims to analyze the effect of workload and compensation on turnover intention, with employee well-being serving as a mediating variable among employees of PT Anugerah Bumi Seloliman. The issue of increasing turnover intention is reflected in the pre-survey results, where employees reported experiencing high job demands, perceived imbalance between compensation and workload, and declining psychological well-being. This research employs a quantitative approach using a survey method involving employees in the Telemarketing division. Data were analyzed using Partial Least Squares–Structural Equation Modeling (PLS-SEM) through SmartPLS 4.0.

The results indicate that workload has a significant positive effect on turnover intention, while employee well-being has a significant negative effect. Compensation is found to have no direct effect on turnover intention; however, it positively influences employee well-being, which in turn reduces turnover intention. Additionally, workload significantly decreases employee well-being, and employee well-being partially mediates the effects of both workload and compensation on turnover intention. These findings emphasize that employee well-being functions as an important psychological mechanism linking organizational job demands and compensation practices to employees' decisions to stay or leave the organization.

Keywords: *Workload, Compensation, Employee Well-being, Turnover intention.*

PENGARUH *WORKLOAD* DAN *COMPENSATION* TERHADAP *TURNOVER INTENTION* DENGAN *EMPLOYEE WELL-BEING* SEBAGAI VARIABEL MEDIASI PADA KARYAWAN PT ANUGERAH BUMI SELOLIMAN

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ABSTRAK

Penelitian ini bertujuan untuk menganalisis pengaruh *workload* dan *compensation* terhadap *turnover intention* dengan *employee well-being* sebagai variabel mediasi pada karyawan PT Anugerah Bumi Seloliman. Fenomena meningkatnya *turnover intention* terlihat dari hasil pra-survei, di mana karyawan melaporkan beban kerja yang tinggi, ketidakseimbangan antara kompensasi dan tuntutan pekerjaan, serta tingkat kesejahteraan psikologis yang menurun. Penelitian ini menggunakan pendekatan kuantitatif dengan metode survei pada karyawan divisi *telemarketing*, dan analisis data dilakukan menggunakan *Partial Least Squares–Structural Equation Modeling* (PLS-SEM) melalui SmartPLS 4.0.

Hasil penelitian menunjukkan bahwa *workload* berpengaruh positif signifikan terhadap *turnover intention*, sedangkan *employee well-being* berpengaruh negatif signifikan. *Compensation* tidak berpengaruh langsung terhadap *turnover intention*, namun berpengaruh positif terhadap *employee well-being* yang selanjutnya menurunkan *turnover intention*. Selain itu, *workload* terbukti menurunkan *employee well-being* secara signifikan, dan *employee well-being* memediasi secara parsial pengaruh *workload* dan *compensation* terhadap *turnover intention*. Temuan ini menegaskan bahwa *employee well-being* merupakan mekanisme psikologis penting yang menjembatani praktik organisasi khususnya beban kerja dan kompensasi dengan keputusan karyawan untuk bertahan atau meninggalkan perusahaan.

Kata Kunci: *Workload, Compensation, Employee Well-being, Turnover intention.*