

The Effect of Compensation, Workload, and Work Life Balance on Turnover Intention

Compensation,
Workload, and Work
Life Balance

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ABSTRACT

Turnover intention is a significant issue for many companies, especially in the telecommunications industry. Factors such as compensation, workload, and work-life balance play a crucial role in shaping employees' job satisfaction and work motivation. This study aims to analyze the impact of these factors on turnover intention, which is mediated by job satisfaction and work motivation. The data analysis method used is Structural Equation Modeling (SEM) SmartPLS, with the distribution of questionnaires to 210 employees with permanent employment status and job positions ranging from staff to leader/supervisor. The findings of this study support the 17 hypotheses proposed and show that compensation, workload, and work-life balance are related to turnover intention, and that job satisfaction and work motivation can mediate the relationship between these factors and turnover intention. Suggestions for future research include expanding the scope by involving more industry sectors and considering other external factors that may affect turnover intention. The contribution of this research provides insights for companies to design policies that can enhance job satisfaction and work motivation, as well as reduce turnover intention through better management of compensation, workload, and work-life balance.

Keywords: Compensation, Job Satisfaction, Turnover Intention, Work Life Balance, Work Motivation, Workload.

ABSTRAK

Turnover intention merupakan isu yang cukup signifikan bagi banyak perusahaan, terutama di industri telekomunikasi. Faktor-faktor seperti kompensasi, beban kerja, dan work-life balance memegang peranan penting dalam membentuk kepuasan kerja dan motivasi kerja karyawan. Penelitian ini bertujuan untuk menganalisis pengaruh faktor-faktor tersebut terhadap turnover intention yang dimediasi oleh kepuasan kerja dan motivasi kerja. Metode analisis data yang digunakan adalah Structural Equation Modeling (SEM) SmartPLS, dengan penyebaran kuesioner kepada 210 karyawan dengan status kepegawaian tetap dan jabatan mulai dari staf hingga pimpinan/supervisor. Hasil penelitian ini mendukung 17 hipotesis yang diajukan dan menunjukkan bahwa kompensasi, beban kerja, dan work-life balance berhubungan dengan turnover intention, dan bahwa kepuasan kerja dan motivasi kerja dapat memediasi hubungan antara faktor-faktor tersebut dengan turnover intention. Saran untuk penelitian selanjutnya adalah memperluas cakupan dengan melibatkan lebih banyak sektor industri dan mempertimbangkan faktor eksternal lain yang dapat mempengaruhi turnover intention. Kontribusi penelitian ini memberikan wawasan bagi perusahaan untuk merancang kebijakan yang dapat meningkatkan kepuasan kerja dan motivasi kerja, serta mengurangi keinginan berpindah kerja melalui pengelolaan kompensasi, beban kerja, dan keseimbangan kehidupan kerja yang lebih baik.

Kata kunci: Kompensasi, Kepuasan Kerja, Keinginan untuk Keluar dari Perusahaan, Keseimbangan Kehidupan Kerja, Motivasi Kerja, Beban Kerja.

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INTRODUCTION

Turnover intention is one of the main challenges faced by many organizations across various industrial sectors. High turnover rates can have a significant impact on productivity, operational costs, and team stability. Therefore, understanding the factors influencing turnover intention is crucial for managers and organizational leaders to develop strategic employee retention efforts (Nyongesa & Westhuizen, 2024). Among the key factors influencing turnover intention, compensation, workload, and work-life balance are the most frequently examined and found to have significant effects. Compensation management is one of the central pillars of human resource management (Hapsari et al., 2019). Employees who feel undercompensated tend to seek other opportunities while fair and competitive pay improves satisfaction and loyalty. Excessive workload contributes to stress, fatigue, and lower performance, increasing turnover intention (Imaroh et al., 2023). An imbalance between work and personal life also reduces job satisfaction and raises the desire to leave (Esthi & Panjaitan, 2023).

High job satisfaction and strong work motivation are expected to serve as important mediators in the relationship between compensation, workload, work-life balance, and employee turnover. High job satisfaction can enhance employee loyalty because employees feel valued and respected, which increases their attachment to the organization. When employees are satisfied with their jobs, they tend to have a lower intention to seek other employment, as they feel they are working in an environment that supports their overall well-being. Additionally, strong work motivation can encourage employees to remain committed to the organization despite facing challenges and pressure. This motivation acts as a reinforcing factor in performing tasks, even though workload or external conditions may be stress factors (Freitas et al., 2023). Several previous studies have shown varying results regarding the influence of compensation, workload, work-life balance, and employee turnover. Hadi and Djamil (2021) found that compensation and workload had a significant effect on turnover. Saeed et al. (2023) revealed a negative relationship between compensation and turnover, with job satisfaction acting as a mediating variable. Meanwhile, Maharani and Tamara (2024) reported no direct correlation between work stress and turnover, although job satisfaction acted as a mediator. Nal et al. (2022) linked increased workload to higher levels of exhaustion and turnover intention. Abbas et al. (2021) identified job satisfaction as a mediator between turnover and factors such as burnout and work-family conflict. Research by Sutanto et al. (2024) showed that work-life balance affects job satisfaction, but does not necessarily affect work motivation.

These inconsistencies point to a research gap that has not been thoroughly explored. The study conducted by Saeed et al. (2023) only examined direct relationships or involved only one mediating variable such as job satisfaction. In practice, however, employees' decisions to leave an organization are often influenced by a combination of psychological factors, including both job satisfaction and work motivation. Studies that integrate both mediators into a single conceptual model remain limited, even though understanding these indirect mechanisms is crucial for designing more targeted employee retention strategies. Therefore, this study aims to examine the effects of compensation, workload, and work-life balance on turnover intention, involving two mediating variables: job satisfaction and work motivation. The research is conducted among staff-level employees in Indonesia's telecommunications industry to generate more contextualized findings. The results are expected to enrich organizational management literature and provide practical implications for companies in reducing turnover intention and improving employee loyalty.

LITERATURE REVIEW & HYPOTHESIS DEVELOPMENT

Compensation, Job Satisfaction, and Work Motivation

Compensation plays an important role in organizational policies and has a direct impact on employee job satisfaction and performance. Fair compensation ensures employee satisfaction and is key to maintaining good performance (Hendriks et al., 2023).

Compensation includes financial and non-financial rewards given for employee contributions while job satisfaction refers to the satisfaction felt by employees towards their work (Edmans et al., 2021; Dagher et al., 2024). Research conducted by Izzatinisa and Budiono (2023) shows that higher compensation will increase job satisfaction.

Adequate compensation will increase employee motivation by providing financial incentives such as bonuses that can improve company performance and productivity. Non-financial rewards and recognition will strengthen intrinsic motivation (Springer, 2011). Research by Candradewi and Dewi (2019) shows that compensation has a positive effect on employee motivation. Higher compensation, whether in the form of salary, benefits, or incentives, can increase work enthusiasm, loyalty, and performance. This relationship emphasizes the importance of compensation strategies in managing human resources to achieve organizational goals. The researchers put forward the following initial hypothesis:

H1: Compensation has a significant effect on job satisfaction.

H2: Compensation has a significant effect on work motivation.

Workload, Job Satisfaction and Work Motivation

Job satisfaction is influenced by workload, excessive workload can cause stress and dissatisfaction (Imaroh et al., 2023). Manageable workload can increase satisfaction according to Mansoor et al. (2011) and Farhiya et al. (2023) showed that high workload has a negative impact on job satisfaction. In a highly competitive industry, excessive work pressure can reduce employee comfort, motivation, and well-being, which ultimately affects productivity and commitment to the organization.

Excessive workload reduces motivation and can lead to burnout (Barney & Elias, 2010). High workload reduces motivation, while manageable workload increases it (Amela et al., 2018; Prasetyo & Rofiah, 2020). Research by Rusmiati et al. (2021) showed that high workload has a negative effect on employee motivation. When work demands exceed individual capacity, it can cause stress, fatigue, and decreased work enthusiasm. Excessive workload also reduces focus and effectiveness in completing tasks, thereby reducing the quality of performance. In the long term, this condition can result in decreased intrinsic motivation, decreased job satisfaction, and increased risk of turnover. The researcher proposed the following initial hypothesis:

H3: Workload has a negative effect on job satisfaction.

H4: Workload has a negative effect on work motivation.

Work-Life Balance, Job Satisfaction and Work Motivation

Work-life balance has a significant impact on job satisfaction. Employees who have time for personal and family life will be happier and more satisfied (Abdirahman et al., 2020). A good balance reduces stress, improves performance, and fosters a positive work culture, resulting in higher job satisfaction. Research by Shujat (2011) and Gautam et al. (2024) shows that a positive work-life balance contributes significantly to increased job satisfaction. When employees are able to balance the demands of work and personal life, they tend to feel more satisfied, motivated, and loyal to the organization. This balance also reduces stress, increases productivity, and creates a healthier and more harmonious work environment, which ultimately supports the achievement of organizational goals in a sustainable manner.

The relationship between work-life balance and work motivation is very strong. When employees balance work and personal life, motivation increases. A good work-life balance reduces absenteeism and employee turnover while increasing job satisfaction. Failure can cause stress and decrease motivation. Companies should support this balance through flexible working hours and wellness programs. Research by Pranata et al. (2022) shows that work-life balance directly affects motivation.

H5: Work-Life Balance has a significant effect on job satisfaction.

H6: Work-Life Balance has a significant effect on work motivation.

Compensation, Workload, and Turnover Intention

Compensation and workload are two critical factors influencing employee turnover in human resource management. Adequate compensation—whether in the form of salary, incentives, or benefits—plays a vital role in enhancing job satisfaction and employee loyalty (Astuti, 2024). When employees feel financially valued, their intention to leave the organization tends to decrease. Hung et al. (2018) emphasize that competitive compensation significantly lowers turnover rates, while Vizano et al. (2021) found a negative relationship between compensation and turnover intention. Conversely, compensation that fails to meet employee expectations can reduce motivation and satisfaction, leading them to seek better opportunities (Hendriks et al., 2023). Supporting this, Laraswani and Lubis (2020) and Yadewani and Wijaya (2021) demonstrate that low compensation availability increases turnover, especially when financial rewards are disproportionate to workload. In addition to compensation, workload also significantly affects turnover. Prasetyo and Rofiah (2020) found that high workloads in volume and complexity are positively linked to turnover intention due to increased stress and fatigue. Imaroh et al. (2023) noted that a mismatch between job demands and individual capacity leads to dissatisfaction and prompts employees to seek better environments. Similarly, Xiaoming et al. (2014) and Nal et al. (2022) emphasized that heavy workloads cause burnout, marked by exhaustion and reduced effectiveness, which heightens the intention to resign and disrupts organizational stability.

H7: Compensation has a negative effect on turnover intention.

H8: Workload has a significant positive effect on turnover intention.

Work Life Balance, Job Satisfaction, Work Motivation, and Turnover Intention

Work-life balance, job satisfaction, and intrinsic motivation are crucial determinants in reducing employee turnover intention. Kabir and Tirno (2018) emphasize that employees with a strong work-life balance tend to experience less stress, greater well-being, and higher loyalty, which suppresses their desire to leave. Esthi and Panjaitan (2023) found that better work-life balance reduces employees' intention to resign by increasing satisfaction and organizational stability. Job satisfaction is crucial for employee retention. Lim et al. (2017) found that satisfied employees show stronger commitment and lower turnover intention, while Arfian and Anindita (2017) noted that dissatisfaction increases the risk of resignation. To address this, organizations should meet employee needs and offer development opportunities (Ibrahim et al., 2016; Pratama et al., 2022). Additionally, intrinsic motivation also plays a key role in reducing turnover. According to Mustafa and Ali (2019), intrinsically motivated employees are more engaged and less likely to leave. Similarly, Fauzia and Widowati (2018) found that intrinsic motivation enhances loyalty and commitment. Hanum et al. (2023) confirmed that motivation negatively affects turnover intention, as motivated employees show stronger attachment and productivity. Therefore, enhancing work-life balance, satisfaction, and intrinsic motivation is essential in HR strategies to reduce turnover.

H9: Work-Life Balance has a negative effect on turnover intention.

H10: Job Satisfaction has a negative effect on turnover intention.

H11: Work Motivation has a negative effect on turnover intention

The Mediating Role of Job Satisfaction

Job satisfaction mediates the relationship between compensation, workload, and work-life balance with turnover intention. According to Mohyi (2022), employees who are satisfied with these three aspects tend to show lower intentions to leave the company. Fair compensation creates a sense of value and appreciation, a balanced workload prevents

excessive stress and fatigue, while a strong work-life balance supports mental well-being and emotional stability. When these elements are well-managed, they contribute to an overall sense of job satisfaction, which in turn fosters employee loyalty and commitment. In this context, job satisfaction functions as a psychological buffer that absorbs the negative effects of demanding workloads or perceived inadequacies in compensation and work-life policies. Even under pressure, high job satisfaction can reduce employees' intention to resign. Studies consistently show its mediating role in enhancing engagement, motivation, and belonging. Thus, companies should adopt a comprehensive strategy that prioritizes employee satisfaction—beyond just pay or flexibility—to manage compensation, workload, and work-life balance effectively, thereby reducing turnover and improving performance.

H12: Job satisfaction mediates the relationship between compensation and turnover intention.

H13: Job satisfaction mediates the relationship between workload and turnover intention.

H14: Job satisfaction mediates the relationship between work-life balance and turnover intention.

Work Motivation

Work motivation acts as a major mediating variable in the relationship between savings, workload, and work-life balance with turnover (Zhang & Feng, 2011). Fair compensation, reasonable workload, and good work-life balance have been shown to increase employee motivation, which in turn reduces the desire to leave the organization. Research by Kabir and Tirno (2018), Hariroh et al. (2022), and Widnyana and Suwandana (2024) emphasizes that work motivation acts as a mediating variable that bridges the influence of compensation, workload, and work-life balance on turnover instruction. These three factors directly affect the level of employee motivation, which then has an impact on their desire to stay or leave the company. With high motivation, employees tend to be more loyal and committed, so that turnover can be minimized. Therefore, increasing work motivation becomes an important key in human resource management strategies to reduce turnover. Based on the explanation above, the researcher proposes the following initial hypothesis:

H15: Work motivation mediates the relationship between compensation and turnover intention.

H16: Work motivation mediates the relationship between workload and turnover intention.

H17: Work motivation mediates the relationship between work-life balance and turnover intention.

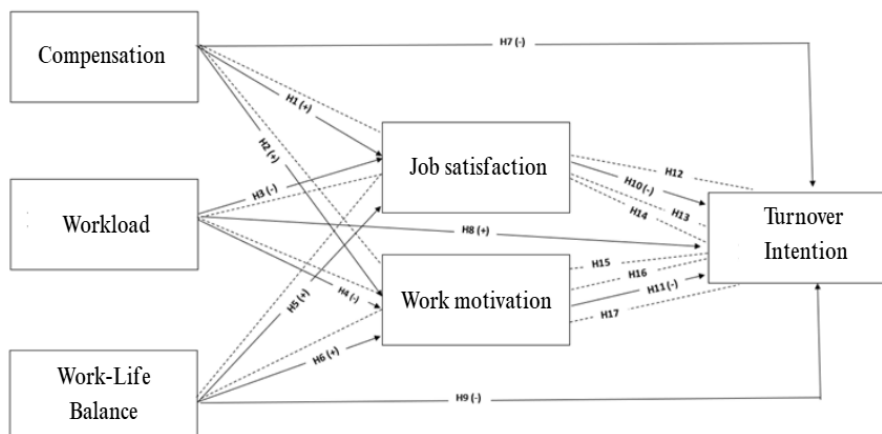


Figure 1. Research Model

Figure 1 presents the research framework analyzing the impact of compensation, workload, and work-life balance on job satisfaction, motivation, and turnover intention. Hypotheses H1–H6 test the direct effects of the three independent variables on job satisfaction and motivation, while H7–H11 examine their direct influence—along with satisfaction and motivation—on turnover intention. Additionally, hypotheses H12–H17 explore the mediating roles of job satisfaction and motivation in linking compensation, workload, and work-life balance to turnover intention. This framework aims to capture both direct and indirect effects, offering insights into how HR factors influence employee retention and organizational performance.

RESEARCH METHOD

This study uses a quantitative approach with a survey method to analyze the effect of compensation, workload, and work-life balance on turnover intention, with job satisfaction and work motivation as mediating variables. The study population included 500 employees of HSPNet, a telecommunications company. A sample of 210 respondents was selected using a purposive sampling technique, with the criteria of permanent employees working in the Technical Support and Direct Sales divisions in the Jabodetabek area. The research instrument was a questionnaire consisting of 42 statement items, which were adapted from several previous studies. Each item was stated to be measured using a 5-point Likert scale. This measurement aims to capture respondents' perceptions of the research variables quantitatively and standardized, thus allowing for relevant statistical analysis of the relationships between the variables studied.

The research utilizes six main variables, each measured by several indicators drawn from established sources. The compensation variable, based on Kabir and Tirno (2018), consists of six items, including the indicator salary is commensurate with workload. The workload variable is adopted from Alaydi and Ng (2024), also comprising six items, with an example indicator being work assignments often exceed normal working hours. For the work-life balance variable, Gunawan (2019) provides six items, such as the statement I can balance work and life. The job satisfaction variable, sourced from Nyathi and Kekwaletswe (2023), includes eight items, one of which is I am satisfied with my work environment. The work motivation variable follows the framework of Gondokusumo and Sutanto (2015), using eight items like I am motivated to achieve work targets. Lastly, the turnover intention variable is derived from Fauzia and Widowati (2018), consisting of eight items, including the indicator I often think about leaving this job.

All items were measured using a 5-point Likert scale, before the main questionnaire was distributed, a pre-test was conducted on 30 respondents to test validity and reliability. The results of Confirmatory Factor Analysis showed that all items met the validity criteria (KMO & $MSA > 0.5$) and reliability (Cronbach's $\alpha > 0.6$). Data analysis was carried out using the Variance-based Structural Equation Modeling (SEM-PLS) approach with the help of SmartPLS 4 software. Construct validity was confirmed through outer loading (> 0.7) and AVE (> 0.5), while reliability was supported by Composite Reliability and Cronbach's α values, both exceeding 0.7.

RESULTS

This study involved a total of 210 respondents. In terms of gender, the majority were male, totaling 116 individuals (56%). Among them, most male respondents were in the 25 to 30 age range, with 114 individuals (54%). Based on job level, the majority of respondents were at the staff level (130 individuals or 61%), while the remaining 82 individuals (39%) held supervisory positions. In terms of income, most respondents earned between IDR 4 million and IDR 5 million per month. Before further analysis, instrument validity and reliability were tested using SmartPLS. As shown in Table 2, all constructs have AVE values above 0.5, confirming convergent validity. Outer loadings also exceed 0.5, validating each item. Discriminant validity is confirmed as the AVE root

values are higher than inter-construct correlations, indicating each construct's uniqueness. This confirms the measurement model's reliability and validity.

Table 1. Validity Test

Variable	Indicator	Convergent Validity	Average Variance Extracted	Information
Compensation	C1	0.870	0.723	Valid
	C2	0.843		Valid
	C3	0.841		Valid
	C4	0.828		Valid
	C5	0.802		Valid
	C6	0.912		Valid
Workload	WL1	0.803	0.644	Valid
	WL2	0.795		Valid
	WL3	0.828		Valid
	WL4	0.772		Valid
	WL5	0.771		Valid
	WL6	0.842		Valid
Work-Life Balance	WLB1	0.726	0.675	Valid
	WLB2	0.847		Valid
	WLB3	0.858		Valid
	WLB4	0.816		Valid
	WLB5	0.826		Valid
	WLB6	0.850		Valid
Job Satisfaction	JS1	0.783	0.623	Valid
	JS2	0.843		Valid
	JS3	0.838		Valid
	JS4	0.756		Valid
	JS5	0.752		Valid
	JS6	0.758		Valid
Work Motivation	WM1	0.838	0.699	Valid
	WM2	0.845		Valid
	WM3	0.854		Valid
	WM4	0.869		Valid
	WM5	0.817		Valid
	WM6	0.834		Valid
	WM7	0.810		Valid
	WM8	0.826		Valid
	WM9	0.833		Valid
Turnover Intention	TI1	0.806	0.683	Valid
	TI2	0.885		Valid
	TI3	0.806		Valid
	TI4	0.858		Valid
	TI5	0.838		Valid
	TI6	0.845		Valid
	TI7	0.790		Valid
	TI8	0.780		Valid
	TI9	0.823		Valid

The results of the validity test in Table 1 show that all indicators in each variable have a convergent validity value above 0.70, with the Average Variance Extracted (AVE) value all exceeding the minimum threshold of 0.50. This indicates that each indicator is able to reflect the construct being measured consistently and significantly. For example, indicators C1–C6 for the compensation variable show validity values between 0.802 and 0.912 with an AVE of 0.723, which means this variable is valid. Likewise, indicators in the variables workload, work-life balance, job satisfaction, work motivation, and turnover intentions all show good consistency in measuring their respective constructs. Therefore, it can be concluded that all indicators in this study meet the criteria for convergent validity and are worthy of use in further analysis. This high validity strengthens the reliability of the model in measuring the relationship between variables in the study.

Table 2. Reliability Test

Variable	Cronbach's Alpha	Composite Reliability (CR)	Information
Compensation	0.923	0.940	Reliable
Workload	0.889	0.915	Reliable
Work-Life Balance	0.903	0.925	Reliable
Job Satisfaction	0.879	0.908	Reliable
Work Motivation	0.946	0.954	Reliable
Turnover Intention	0.942	0.951	Reliable

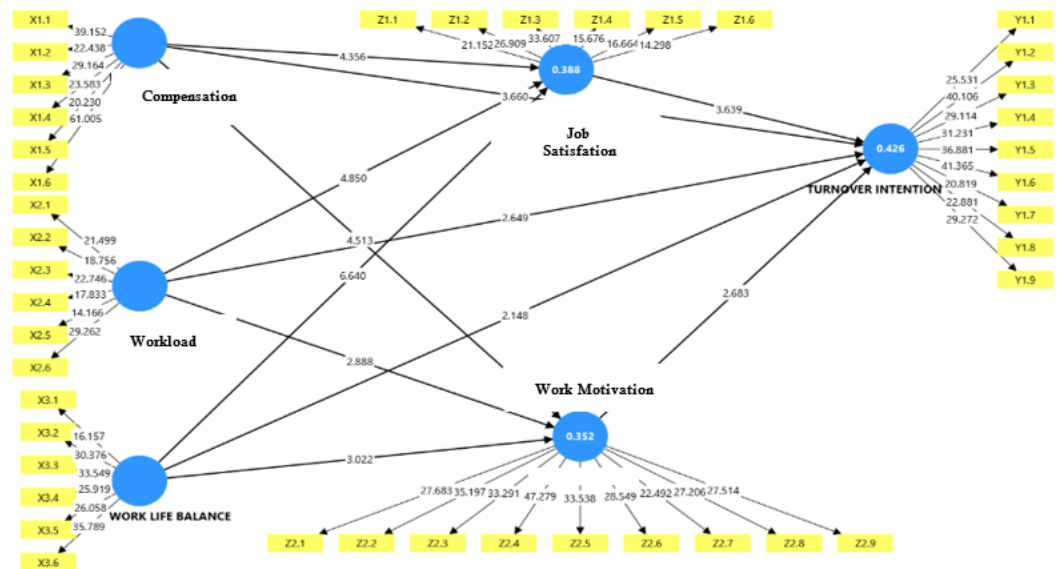


Figure 2. Path Diagram

Table 3. Direct Hypothesis test results

Hypothesis	Original Sample	T-Statistics	P-Values	Results
H1: Compensation has a positive effect on Job Satisfaction	0.296	4.356	0.000	Accepted
H2: Compensation has a positive effect on Work Motivation	0.408	4.513	0.000	Accepted
H3: Workload has a negative effect on Job Satisfaction	-0.227	4.850	0.000	Accepted
H4: Workload has a negative effect on Work Motivation	-0.161	2.888	0.004	Accepted
H5: Work-Life Balance has a positive effect on Job Satisfaction	0.362	6.640	0.000	Accepted
H6: Work-Life Balance has a positive effect on Work Motivation	0.249	3.022	0.003	Accepted
H7: Compensation has a negative effect on Turnover Intention	-0.193	3.660	0.000	Accepted
H8: Workload has a positive effect on Turnover Intention	0.202	2.649	0.008	Accepted
H9: Work-Life Balance has a negative effect on Turnover Intention	-0.133	2.148	0.032	Accepted
H10: Job Satisfaction has a negative effect on Turnover Intention	-0.233	3.639	0.000	Accepted
H11: Work Motivation has a negative effect on Turnover Intention	-0.153	2.683	0.007	Accepted

The results of the reliability test in Table 2 show that all variables in the study have Cronbach's Alpha and Composite Reliability (CR) values above the threshold value of 0.70, indicating very good internal consistency. For example, the Work Motivation variable has the highest value with a Cronbach's Alpha of 0.946 and a CR of 0.954, indicating that all indicators in the variable are very consistent in measuring the same concept. Likewise, the Turnover Intention variable also shows high reliability with a

Cronbach's Alpha of 0.942 and a CR of 0.951. Even the variable with the lowest value such as Job Satisfaction remains in the reliable category with a Cronbach's Alpha of 0.879 and a CR of 0.908. Thus, all constructs in this study are proven to be reliable, meaning that the instruments used are trustworthy and provide stable and consistent measurement results for further analysis.

The hypothesis test results in Table 3 confirm all hypotheses (H1–H11) are accepted, with t-statistics > 1.96 and p-values < 0.05. Compensation positively affects job satisfaction (0.296) and motivation (0.408), while workload negatively impacts both satisfaction (-0.227) and motivation (-0.161). Work-life balance shows a positive effect on satisfaction (0.362) and motivation (0.249). Regarding turnover intention, compensation (-0.193) and work-life balance (-0.133) reduce it, whereas workload increases it (0.202). In addition, job satisfaction (-0.233) and work motivation (-0.153) are proven to decrease employee turnover intention. Overall, these results confirm that internal and external factors of work play an important role in influencing employee retention behavior.

Table 4. Indirect Hypothesis test results

Hypothesis	Original Sample	T-Statistics	P-Values	Results
H12: Job Satisfaction mediates the relationship between Compensation and Turnover Intention	-0.069	2.892	0.004	Accepted
H13: Job Satisfaction mediates the relationship between Workload and Turnover Intention	0.053	2.753	0.006	Accepted
H14: Job Satisfaction mediates the relationship between Work-Life Balance and Turnover Intention	-0.084	3.266	0.001	Accepted
H15: Work Motivation mediates the relationship between Compensation and Turnover Intention	-0.063	2.429	0.015	Accepted
H16: Work Motivation mediates the relationship between Workload and Turnover Intention	0.025	2.051	0.040	Accepted
H17: Work Motivation mediates the relationship between Work-Life Balance and Turnover Intention	-0.038	2.012	0.044	Accepted

Table 4 shows that all indirect hypotheses (H12–H14) are significant ($P < 0.05$), with t-statistics of 2.892, 2.753, and 3.266, respectively. Job satisfaction mediates the effects of compensation, workload, and work-life balance on turnover intention. Higher compensation and work-life balance, along with lower workload, increase job satisfaction and reduce the intention to leave. Likewise in H15, H16, and H17, work motivation is proven to significantly mediate the relationship between compensation, workload, and work-life balance on turnover intention. Thus, both job satisfaction and work motivation play an important role as mediators in suppressing employee intentions to leave the organization. This finding strengthens the importance of strategies to increase motivation and job satisfaction in HR management.

DISCUSSION

The results of the study showed that compensation has a significant positive relationship with job satisfaction of technicians and sales staff. Compensation that meets expectations increases employee satisfaction, loyalty, and engagement (Izzatinisa & Budiono, 2023). Compensation also increases work motivation, as supported by Candradewi and Dewi (2019). Conversely, high workload has a negative impact on job satisfaction and motivation, because it causes stress and fatigue—in line with the findings of Mansoor et al. (2011) and Farhiya et al. (2023). Meanwhile, work-life balance shows a positive effect on job satisfaction. Employees' ability to manage work and personal time proportionally has an impact on higher satisfaction and commitment, as evidenced by Shujat (2011) and Gautam et al. (2024). These findings emphasize the importance of compensation management, workload, and life balance in creating a healthy work environment.

Work-life balance has been shown to have a positive relationship with work motivation. Employees who are able to balance work responsibilities and personal life

tend to have higher work enthusiasm. This finding supports the research of Kabir and Tirno (2018), which confirms that work-life balance increases motivation. In addition, compensation has a negative effect on turnover intention. Technician and sales employees who receive adequate compensation feel appreciated and show high loyalty, reducing the intention to leave, as stated by Vizano et al. (2021). Conversely, excessive workload actually increases the desire to change jobs. Heavy physical tasks for technicians and target pressure for sellers cause stress and fatigue, in accordance with the findings of Xiaoming et al. (2014) and Junaidi et al. (2020). Meanwhile, work-life balance has also been shown to reduce the intention to resign, because it provides space for psychological recovery, as emphasized by Esthi and Panjaitan (2023). This finding is important for management to manage workload and pay attention to employee welfare.

Job satisfaction and work motivation are negatively related to turnover intention. Employees satisfied with compensation, workload, and work-life balance are less likely to leave, as supported by Ibrahim et al. (2016) and Pratama et al. (2022). Likewise, motivated employees—especially in technical and sales roles—show greater loyalty and resilience (Hanum et al., 2023). This study highlights the mediating role of satisfaction and motivation in linking organizational factors to turnover. Hasan et al. (2021) also note that job satisfaction helps employees endure challenging work conditions, emphasizing the need for a supportive and motivating work environment. Work motivation has been shown to be a key mediator in the relationship between compensation, workload, work-life balance, and turnover intention. This finding aligns with Widnyana and Suwandana (2024), who noted that adequate compensation boosts motivation and lowers turnover intention. Despite high pressure, technicians and sales staff remain engaged due to strong internal motivation. Hariroh et al. (2022) also highlight that motivation helps manage workload, while Kabir and Tirno (2018) emphasize that work-life balance enhances motivation and reduces turnover. Thus, strengthening motivation is an effective strategy for retaining employees in demanding environments.

CONCLUSION

This study reveals that compensation plays an important role in increasing job satisfaction and motivation of technician and sales employees. Compensation that is in line with expectations encourages loyalty and engagement, and reduces turnover intentions. Conversely, high workloads have a negative impact on satisfaction and motivation, because they cause stress and fatigue. Work-life balance positively influences job satisfaction and motivation by enabling psychological recovery and strengthening employee commitment. These findings highlight the importance of fair compensation, manageable workloads, and supportive work-life policies in HR management. Job satisfaction and motivation also act as mediators linking organizational factors to turnover intention, as satisfied and motivated employees better handle work pressure and are more likely to stay. Managerially, companies are advised to implement performance-based incentives, conduct regular workload reviews, and offer work flexibility and counseling. This study confirms that effective retention strategies must address both financial and psychological employee needs.

However, this study has certain limitations. The sample was limited to technician and sales employees in a specific industry, which may restrict the generalizability of the findings to other sectors or job categories. In addition, the use of a cross-sectional design means the results only capture employee perceptions at one point in time, limiting the ability to analyze changes over the long term. Future research could explore other organizational factors such as work culture, leadership, or equity fairness in infrastructure with turnover intentions, including longitudinal approaches to capture long-term dynamics.

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