

Drivers of Employee Turnover: Workload, Job Satisfaction, and Organisational Commitment

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Abstract

High turnover intention in the Business Process Outsourcing (BPO) industry, including at PT Infomedia Nusantara Yogyakarta, presents a critical challenge to organisational sustainability by raising recruitment costs, lowering productivity, and disrupting workforce stability. This study investigates the influence of workload, job satisfaction, and organisational commitment on employee turnover intention at PT Infomedia Nusantara Yogyakarta. A quantitative approach was employed using the Partial Least Squares-Structural Equation Modelling (PLS-SEM) method with SmartPLS 4. Accidental sampling was applied to a sample of 100 employees, who completed structured questionnaires. Analysis involved assessing the outer model for validity and reliability, followed by inner model evaluation and hypothesis testing through bootstrapping. The findings indicate that workload has a positive and significant effect on turnover intention, while organisational commitment has a negative and significant effect. Job satisfaction showed a negative but insignificant influence. Collectively, these variables explain 49.2% of the variance in turnover intention (Adjusted $R^2 = 0.492$). These findings suggest that in a high-pressure, contract-based BPO environment, workload intensity and organisational commitment play a more decisive role in shaping employees' intention to leave than job satisfaction. Accordingly, workload management and organisational commitment emerge as primary retention strategies in service-intensive BPO organisations.

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Introduction

Human resources (HR) represent a strategic asset of paramount importance to the success of a company, particularly within the service industry, such as Business Process Outsourcing (BPO). The success of contact centre services, data management, and digital business solutions is highly dependent on the stability and quality of the operational workforce. In practice, having competent and loyal employees is key to enabling companies to meet the demands of speed, accuracy, and service targets (Amalyah & Sulaimiah, 2025). However, a major challenge arises when companies face high turnover intention, which is when employees voluntarily express their desire or interest in leaving the company. High levels of employee turnover carry several consequences. Among them are rising expenses for hiring and training new staff, a decline in overall productivity, and obstacles to knowledge transfer, all of which eventually weaken organisational performance. In today's era, the need for high-quality and highly committed human resources is increasingly urgent, while technological developments and generational shifts add to the complexity of maintaining employee loyalty (Wardhana et al., 2024).

The phenomenon of turnover intention is also evident at PT Infomedia Nusantara Yogyakarta, a BPO company, as reflected in fluctuations in employee turnover rates in several service units at the beginning of 2025. In the AlloFresh unit, turnover was recorded at 12% in January due to health reasons, then dropped to 0% in February with the addition of temporary agents. However, in March, turnover rose again to 10% due to employees resigning on the spot (OTS), even though the company added new agents as replacements. This condition worsened in April, when turnover reached 20% due to the expiration of temporary agent contracts. Meanwhile, turnover in the Bank Aladin unit was relatively stable, but in March it was recorded at 4% due to employees moving to other service projects that were considered more suitable. The TASPEN unit initially showed stability with 0% turnover in February–March, but this increased to 7% in April due to employees passing the civil servant candidate selection process. This condition is reinforced by employee reviews on the Indeed platform. One review from a CC Leader position gave the lowest score (1.0) for all aspects of the job and complained about the slow administrative process (Indeed, 2025). Meanwhile, another review from a Call Center Agent described a comfortable work environment but still gave low scores for compensation and work-life balance (both 2.0) (Indeed, 2025). This suggests that issues with job satisfaction and organisational commitment, which could potentially increase turnover intention.

From a theoretical perspective, turnover intention is the mental process by which an employee decides to resign (Mobley, 1977). It is important to highlight that turnover intention is a strong prediction of turnover behavior (Mobley et al., 1979). The factors that influence it are diverse, including workload, job satisfaction, and organisational commitment (Hariyanto et al., 2022; Isfania & Iryanti, 2024; Wardhana et al., 2024) employees are subjected within a given time period, including target achievement, administrative tasks, and long working hours (Prayekti et al., 2025; Robbins & Judge, 2024). On the other hand, job satisfaction arises when a person evaluates their job positively, giving rise to pleasant emotional feelings, which include aspects of compensation, work environment, and opportunities for self-development (Locke, 1969; Prayekti et al., 2025). Organisational commitment expresses the extent to which workers feel emotionally connected, dedicated, and integrated into the organisation (Megarani et al., 2024; Meyer & Allen, 1991; Prayekti et al., 2025). These three variables are theoretically believed to influence turnover intention. However, previous research has reported inconsistent findings regarding the strength and direction of this relationship. This indicates a research gap, particularly the limited empirical evidence on turnover intention in the Indonesian BPO industry using a PLS-SEM approach.

Several studies provide evidence that workload exerts a significant positive influence on turnover intention. In other words, when an employee's responsibilities become greater, or the more intense their workload, the greater the demands they must meet, the greater the likelihood that they will decide to leave the company (Constantio S. & Bangun, 2025; Hussain et al., 2023; Maulidah et al., 2022). However, other studies have found that workload does not have a significant effect, which can be explained by adequate compensation or flexible work management

so that the workload is not perceived as pressure (Bagyo & Zulfikar, 2025; Bogar et al., 2021; Munawar & Rijanti, 2025). Differences in results are also seen in job satisfaction, showing a negative relationship with turnover intention, but the effect is not significant (Purbowo et al., 2025). Meanwhile, work stress is shown to exert a significant positive effect (Purbowo et al., 2025). This differs from other studies that found that job satisfaction was shown to exert a significant negative effect, suggesting that satisfied employees tend to stay (Chen et al., 2023; Irawati et al., 2024). Another study even shows interesting results that workload can increase job satisfaction when managed well, but workload that triggers emotional exhaustion actually decreases it (Kurniawan et al., 2024). Organisational commitment also shows inconsistency. Some studies show significantly negative effects on turnover intention (Amalyah & Sulaimiah, 2025; Hariyanto et al., 2022), and others find that its effect is insignificant because external factors are more dominant (Bogar et al., 2021; Ratnaningsih, 2021).

In recent years, the Indonesian BPO industry has experienced increasing operational pressure driven by external economic conditions, such as inflation and financial uncertainty. These pressures have resulted in rising service demand without proportional workforce expansion, leading to higher call volumes, stricter performance targets, and intensified workload for frontline employees. Within this context, employees may still experience supportive social interactions and a sense of comfort at work; however, such social and emotional satisfaction does not necessarily prevent turnover intention when employees are continuously exposed to excessive workload, rigid performance metrics, and limited employment security associated with contract-based arrangements. This condition suggests that job satisfaction rooted mainly in social aspects may not function as a decisive retention mechanism in high-pressure BPO environments.

Despite the extensive literature on turnover intention, empirical evidence focusing on the Indonesian BPO industry remains limited, as prior studies have largely examined manufacturing, banking, or public-sector contexts. Moreover, few studies investigate how workload escalation driven by external economic pressures simultaneously interacts with job satisfaction and organisational commitment in shaping turnover intention. The application of Partial Least Squares Structural Equation Modelling (PLS-SEM) in examining the relative influence of these factors within BPO settings is also still underexplored. Accordingly, this study aims to examine the effects of workload, job satisfaction, and organisational commitment on turnover intention among employees at PT Infomedia Nusantara Yogyakarta using a PLS-SEM approach. By situating the analysis within a high-pressure, contract-based call center environment, this study extends existing turnover intention literature by highlighting the conditional role of job satisfaction and the dominant influence of workload and organisational commitment. The findings are expected to contribute theoretically to the refinement of turnover intention models and practically to the development of more targeted retention strategies in service-intensive BPO organisations.

Research Methods

The study made use of a quantitative approach, specifically through survey techniques. This study used a confirmatory research design to test established relationships between workload, job satisfaction, organisational commitment, and turnover intention in the Indonesian BPO context. This method was chosen because it was suitable for the purpose of the analysis, which was to evaluate the impact of workload, job satisfaction and organisational commitment on employees' intention to quit the organisation. In quantitative survey-based research, it is effective to produce numerical data that can be analysed using statistical techniques, so that the research hypotheses proposed can be tested empirically (Sugiyono, 2019a).

The research was conducted at PT Infomedia Nusantara Yogyakarta, a company operating in the Business Process Outsourcing (BPO) sector, specifically contact center services. This location was chosen because the company faces fluctuating turnover rates, making it applicable to the focus of the research. The data collection process took place from July to August 2025, and the data were processed in September 2025.

The population in the study included all employees of PT Infomedia Nusantara Yogyakarta. However, based on company policy, only 100 employees could be used as the research samples. Accidental sampling was applied, whereby the selection of respondents was based on their availability and willingness to participate during the data collection process (Sugiyono, 2019b). Thus, 100 employees who were willing to fill out the questionnaire were used as the research sample. This number was considered adequate because prior methodological guidelines recommend a minimum of 100 respondents or 5–10 times the number of indicators so that multivariate analysis can produce interpretable results (Hair Jr et al., 2010).

The instrument in this research was a questionnaire designed using a 1–5 scale, where 1 denoted strongly disagree and 5 denoted strongly agree. This questionnaire measured four main variables within the research. Workload as a variable was measured using five questions adapted from previous research, with an illustration of the item: "I am required to handle too many duties in a single day" (Patterson et al., 2005). The job satisfaction variable was measured using six items based on one classical measure, including the statement "On the whole, I feel a sense of satisfaction in my job" (Crow et al., 2012). The organisational commitment variable used seven items developed in prior work, such as "There is a strong feeling on my part that the organisation's problems are also mine" (Natalie J. Allen & Meyer, 1990). Meanwhile, the measurement of the turnover intention variable was achieved using three items, such as "I frequently consider leaving my present job" (Mobley et al., 1978). All items were arranged in the form of positive and negative statements to maintain the consistency of respondents' answers and reduce bias due to monotonous answer patterns. All questionnaire items are presented in the appendix attached to this study.

Questionnaires were administered online with Google Forms as the medium for data collection. Collected data were exported to spreadsheet format for further processing and analysis using SmartPLS 4, which facilitates data handling through PLS-SEM. This method was selected for its ability to handle complex latent constructs even with limited sample sizes, as noted in prior methodological research (Hair et al., 2020).

This study utilized primary data collected through questionnaires, internal company documents, and relevant scientific literature to support the analysis. The analysis had two stages. The first, it involved evaluating the outer model, including reliability and convergent and discriminant validity. The second stage involved evaluating the inner model, including path coefficients, R^2 values, and f^2 . Significance testing was performed using the bootstrapping technique, with the criteria that a t-statistic is ≥ 1.96 or a p-value is ≤ 0.05 .

Result

This study involved 100 employees of PT Infomedia Nusantara Yogyakarta as respondents. Table 1 presents respondent characteristics, which include age, gender, level of education, and length of service. From Table 1, most respondents are young with relatively short employment periods. This is relevant to the characteristics of BPO companies, which often recruit large numbers of new employees to meet operational needs. In PLS, the analysis is conducted using a two-step procedure, beginning with the assessment of the outer (measurement) model followed by the evaluation of the structural (inner) model. The outer (measurement) stage served to evaluate the validity and reliability of the constructs by applying tests of convergent validity, discriminant validity, and internal consistency. To assess convergent validity, the loading value of each indicator was examined, where indicators with a loading of 0.70 or higher were deemed acceptable as seen in Table 2.

The AVE calculation results in Table 3 shows values for Workload of 0.725; Job Satisfaction of 0.648; Organisational Commitment of 0.665; and Turnover Intention of 0.799. Since all values are above 0.50, each variable can be declared valid. Next, the Fornell–Larcker criterion was used to assess discriminant validity, where the square root of AVE for each construct was contrasted with its correlations with other constructs.

Table 1. Respondent Characteristics

Characteristics	Category	Amount	Percentage
Gender	Male	48	48.0%
	Female	52	52.0%
Age	22–27 years	47	47.0%
	28–33 years	40	40.0%
	34–39 years	12	12.0%
	40–45 years	1	1.0%
Marital status	Not married	57	57.0%
	Married	42	42.0%
	Widow/Widower	1	1.0%
Education	Diploma (D1/D2/D3/D4)	16	16.0%
	Bachelor's Degree	83	83.0%
	Master's Degree	1	1.0%
Years of Experience	< 1 year	33	33.0%
	1–3 years	49	49.0%
	4–6 years	10	10.0%
	> 6 years	8	8.0%
Employment Status	Non-Permanent Employees	95	95.0%
	Permanent Employees	5	5.0%
Total		100	100%

Source: Primary data processed, 2025.

Table 2. Outer Loading

Variable	Instrument	Workload	Job Satisfaction	Organisational Commitment	Turnover Intention	Description
Workload	W1	0.775				Valid
	W2	0.907				Valid
	W3	0.919				Valid
	W4	0.903				Valid
	W5	0.735				Valid
Job Satisfaction	JS1		0.728			Valid
	JS2		0.887			Valid
	JS3		0.839			Valid
	JS4		0.799			Valid
	JS5		0.770			Valid
	JS6		0.799			Valid
Organisational Commitment	OC1			0.761		Valid
	OC2			0.774		Valid
	OC4			0.863		Valid
	OC5			0.856		Valid
	OC6			0.817		Valid
	OC7			0.818		Valid
Turnover Intention	TI1				0.902	Valid
	TI2				0.866	Valid
	TI3				0.913	Valid

Source: SmartPLS output (processed data, 2025).

Table 3. Convergent Validity Results Based on AVE

Variable	Average Variance Extracted (AVE)	Description
Workload	0.725	Valid
Job Satisfaction	0.648	Valid
Organisational Commitment	0.665	Valid
Turnover Intention	0.799	Valid

Source: SmartPLS output (processed data, 2025).

Table 4. Outcomes of the Discriminant Validity Assessment (Fornell-Larcker)

Variable	Workload	Job Satisfaction	Organisational Commitment	Turnover Intention	Description
Workload	0.851				Valid
Job Satisfaction	-0.160	0.805			Valid
Organisational Commitment	-0.350	0.567	0.816		Valid
Turnover Intention	0.515	-0.361	-0.641	0.894	Valid

Source: SmartPLS output (processed data, 2025).

Table 4 shows the square root of AVE values for each variable, namely 0.851 for Workload, 0.805 for Job Satisfaction, 0.816 for Organisational Commitment, and 0.894 for Turnover Intention, indicating that the value surpasses its correlation with the other variables. Thus, all variables can be declared valid and the Fornell-Larcker criteria are met.

Two techniques are commonly employed to assess the reliability of constructs: evaluating Cronbach's alpha and calculating composite reliability. Each of these is intended to guarantee that the indicators for each variable are truly reliable.

Table 5. Construct Reliability Test Results

	Cronbach's Alpha	Composite Reliability	Description
Workload	0.905	0.936	Reliable
Job Satisfaction	0.894	0.938	Reliable
Organisational Commitment	0.899	0.903	Reliable
Turnover Intention	0.874	0.876	Reliable

Source: SmartPLS output (processed data, 2025).

Table 5 presents the Cronbach's Alpha and Composite Reliability for each construct, all of which exceeded the 0.70 threshold. Afterward, the next step involved evaluating the structural (inner) model by examining the R^2 coefficient and considering the model's overall fit. The R^2 statistic reflects how much of the variation in the dependent variable can be attributed to the independent variables. The outcomes of this calculation are displayed in the following table.

Table 6. R-Square Analysis Findings

Dependent Variable	R-square	Adjusted R-square
Turnover Intention	0.508	0.492

Source: SmartPLS output (processed data, 2025).

From the analysis presented in the R-square table, the Adjusted R^2 value for the Turnover Intention variable is 0.492 while the coefficient of determination (R^2) is 0.508 (Table 6). This study indicates that, the variables of Workload, Job Satisfaction, and Organisational Commitment can explain 49.2% of turnover intention variations, which can be classified as moderate. The remaining 50.8% is explained by other variables not examined in this study.

The model's feasibility was assessed by referring to the SRMR (Standardized Root Mean Square Residual) value. A model is considered feasible or fit when it has an SRMR value of no more than 0.10 (Table 7).

Table 7. Model Fit Test Results

Parameter	Rule of Thumb	Parameter Value	Description
SRMR	Less than 0.10	0.087	Fit
d-ULS	> 0.05	1.583	Fit
d-G	> 0.05	0.688	Fit

Parameter	Rule of Thumb	Parameter Value	Description
Chi-Square	χ^2 statistic \leq χ^2 table	375.096 > 31.410	Not Fit
NFI	Approximately equal to 1	0.760	Fit

Source: SmartPLS output (processed data, 2025).

Based on Table 7, the model fit test shows that SRMR is 0.087 (<0.10), d-ULS is 1.583 (>0.05), and d-G is 0.688 (>0.05); therefore, the model is workable and has good suitability. Hypothesis testing carried out through bootstrapping revealed that workload exerts a significant positive influence on turnover intention, indicated by a coefficient of 0.331 ($t = 4.132$; $p = 0.000$). Accordingly, hypothesis H1 is accepted. In contrast, job satisfaction produced a negative yet statistically insignificant effect, with a coefficient of -0.014 ($t = 0.160$; $p = 0.437$), leading to the rejection of hypothesis H2. Furthermore, organisational commitment demonstrated a significant negative relationship with turnover intention, as shown by a coefficient of -0.517 ($t = 6.223$; $p = 0.000$). Thus, hypothesis H3 is accepted. The overall outcomes of the simultaneous hypothesis test are shown in Table 8.

Table 8. Path Coefficient Bootstrapping Significance Test Results

	Original sample (O)	Sample Mean (M)	Standard deviation (STDEV)	T statistics	P values	Description
Workload → Turnover Intention	0.331	0.338	0.080	4.132	0.000	Accepted
Job Satisfaction → Turnover Intention	-0.014	-0.031	0.089	0.160	0.437	Rejected
Organisational Commitment → Turnover Intention	-0.517	-0.511	0.083	6.223	0.000	Accepted

Source: SmartPLS output (processed data, 2025).

Effect size analysis (f^2) indicates that workload exerts a moderate influence on turnover intention (0.195), while job satisfaction contributes only a negligible impact (0.000), and organisational commitment has a moderate to large effect (0.331).

Table 9. Effect size test results (f^2)

Variable	Workload	Job Satisfaction	Organisational commitment	Turnover Intention	Description
Workload				0.195	moderate effect
Job Satisfaction				0	no effect
Organisational Commitment				0.331	moderate effect
Turnover Intention					

Source: SmartPLS output (processed data, 2025).

Figure 1 provides a visual representation of how the variables are related in this research, displaying both the direction and magnitude of the path coefficients in a research structural model.

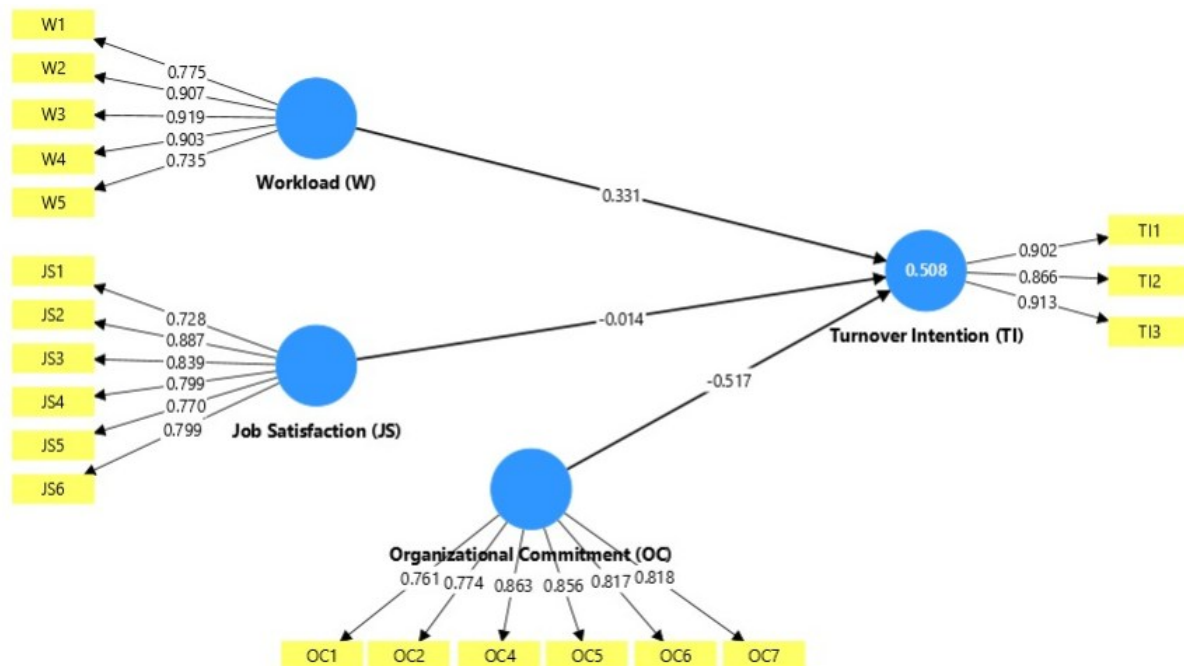


Figure 1. Structural Model (Inner Model) of PLS Analysis Results

Figure 1 shows the overall relationships among the variables. Workload has a significant positive effect on turnover intention, whereas organisational commitment has a significant negative effect. By contrast, job satisfaction has a negative but statistically insignificant effect on turnover intention. These findings indicate that workload and organisational commitment are the main predictors of employee turnover intention at PT Infomedia Nusantara Yogyakarta, while job satisfaction does not significantly influence the model.

Discussion

The PLS-SEM analysis shows that workload and organisational commitment are proven to significantly influence turnover intention, while job satisfaction does not show a significant effect. The three variables were simultaneously found to explain 49.2% of the variation in turnover intention among employees at PT Infomedia Nusantara Yogyakarta. These findings will be discussed further in relation to previous studies, the empirical conditions of the company, and relevant managerial implications.

Based on the H1 test, the findings indicate that workload exerts a significant positive influence on turnover intention ($O = 0.331$; $t = 4.132$; $p < 0.001$). This finding supports previous studies that mention that high workload can trigger stress, physical and mental fatigue, and ultimately increase employees' desire to leave the organisation (Dwi et al., 2025; Ismartaya et al., 2024; Maulidah et al., 2022; Priyanto et al., 2023; Zuhri & Andriani, 2023). Thus, hypothesis 1 is accepted. Referring to the descriptive findings of this research, the indicator showing the highest mean appears in the statement "My work pace here is very fast" (W5, 3.31), which reflects the demands of a fast-paced work rhythm and strict service targets. In fact, internal data shows that some employees choose to resign for health reasons or move to other, lighter service projects. More importantly, this finding extends prior workload–turnover research by situating workload within a high-pressure, contract-based BPO environment, where external economic pressures intensify service demand without proportional workforce expansion. Consequently, employees face higher call volumes,

stricter performance metrics, and continuous monitoring, which collectively amplify perceived workload intensity. In this context, workload operates not merely as an operational demand but as a structural stressor shaping employees' rational evaluation of their intention to remain in the organisation. This contextualisation refines existing turnover models by demonstrating that, in service-intensive BPO operations, workload exerts a dominant influence on turnover intention beyond attitudinal factors. Traditional workload measures focused solely on task quantity are therefore insufficient to explain turnover intention in high-pressure, target-driven service environments. From a managerial perspective, these results suggest that workload management in BPO organisations should go beyond generic reduction strategies. More effective interventions include adaptive shift scheduling, redistribution of agents in high-volume queues, and the use of automation to minimise non-core administrative tasks, thereby mitigating turnover intention in fast-paced service settings.

The findings of the H2 evaluation reveal that employees' job satisfaction does not significantly influence their intention to leave the organisation ($O = -0.014$; $t = 0.160$; $p = 0.437$), thus rejecting hypothesis 2. This suggests that job satisfaction is not a decisive retention factor in high-pressure BPO settings. The results obtained in this study show a difference compared to several previous studies, which suggested a significant negative correlation between job satisfaction and employees' intention to leave (Davaasuren et al., 2024; Irawati et al., 2024; Purbowo et al., 2025). This difference in results confirms that job satisfaction lacks the strength to fully clarify workers' choices to continue or exit the company examined. Therefore, this difference in results can be explained by several factors. The study's respondents were mostly contract employees, so certain aspects of satisfaction, such as the highest indicator found in the statement "My job is important in my life" (JS6) with a score of 3.98. Conversely, the indicator with the lowest score was "I like my job more than other people" (JS2) with an average score of 3.49. The results indicate that contract employees consider their work important, even though they do not necessarily feel that they like their work more than others. This pattern indicates that employees may value their employment instrumentally while remaining emotionally neutral toward the job itself. In high-pressure BPO environments, where performance targets are rigid and employment security is limited, such instrumental satisfaction may coexist with turnover intention when structural job demands become unsustainable. This finding extends existing turnover theory by suggesting that job satisfaction operates primarily as a hygiene factor rather than a retention mechanism in labour-intensive, service-driven BPO contexts. While employees may experience social comfort, supportive peer relationships, and a sense of belonging at work, these affective elements alone are insufficient to offset excessive workload and contractual uncertainty. Consequently, this result challenges the assumption that improving job satisfaction will automatically reduce turnover intention across all organizational settings. From a managerial perspective, the non-significant effect of job satisfaction implies that generic satisfaction-oriented interventions are unlikely to be effective retention strategies in BPO organisations. Instead of focusing predominantly on symbolic rewards or general welfare improvements, managers should prioritise structural interventions that directly address turnover drivers. These include clarifying contract renewal criteria, providing predictable work schedules, aligning performance targets with realistic service capacity, and offering skill certification or project-based mobility that enhances employees' perceived employability. In this context, job satisfaction initiatives should be positioned as complementary supports rather than primary tools for reducing turnover intention.

The findings of the H3 test revealed that organisational commitment is significantly and negatively related to turnover intention ($O = -0.517$; $t = 6.223$; $p < 0.001$). These findings correspond with earlier theoretical perspectives confirming emotional attachment and loyalty to the organisation can reduce employees' intention to leave (Al Shbail et al., 2025; Dewi & Budiono, 2020; Likardo & Praningrum, 2025; Meyer & Tett, 1993; Saragih & Hendy, 2022; Sugiharjo et al., 2021; Syaechurodji et al., 2024). Descriptive data shows that the highest indicator is the statement "This organisation inspires me to give my best in my work performance" (OC item), which scored 3.81. This fact illustrates that pride and positive inspiration from the organisation play a greater role in fostering commitment than the feeling of bearing all the organisation's problems. In the context of BPO

operations such as PT Infomedia Nusantara, organisational commitment functions as a critical psychological anchor that helps employees endure demanding work conditions characterised by high call volumes, strict performance targets, and continuous monitoring. Even within predominantly contract-based employment arrangements, employees who feel inspired by organisational values and supported by their supervisors are less likely to develop turnover intention, despite persistent workload pressure. This finding extends commitment theory by demonstrating that affective commitment remains salient in service-intensive outsourcing environments, where employment relationships are often perceived as transactional rather than relational. However, this buffering role of organisational commitment is not unconditional. When high job demands are not matched by visible organisational support—such as fair performance evaluation, transparent contract renewal processes, and recognition of effort—commitment may gradually erode, leading to increased turnover intention. This dynamic highlights the fragile nature of commitment in BPO contexts, where sustained pressure without reciprocal organisational signals can weaken employees' psychological attachment over time. From a managerial perspective, strengthening organisational commitment in BPO organisations requires more than generic cultural initiatives. Managers should focus on reinforcing affective commitment through consistent supervisory support, transparent communication regarding performance expectations and contract continuity, and recognition systems that acknowledge both performance outcomes and effort under pressure. Providing clear pathways for project rotation, skill certification, or progression to supervisory roles can further enhance employees' sense of future attachment to the organisation. Such context-specific commitment-building strategies are essential to retaining employees in high-pressure, service-driven BPO environments.

Simultaneously, the analysis indicates that workload, job satisfaction, and organisational commitment jointly influence turnover intention, with an value of 0.508 and an Adjusted R^2 of 0.492. This value suggests that about 49.2% of the changes in turnover intention are accounted for by the three predictors, whereas the other 50.8% arises from variables not examined in this research. This R^2 value is considered moderate according to the criteria of (Hair et al., 2019). This finding aligns with earlier studies, which confirm that a combination of individual and organisational factors is responsible, such as workload, satisfaction, and commitment, can explain employees' intention to leave their jobs (Hariyanto et al., 2022; Maulidah et al., 2022; Saragih & Hendy, 2022; Senayah & Biney-Aidoo, 2024; Sugiharjo et al., 2021; Tontowi, 2021). From the descriptive results, the indicator with the highest average score was found in the statement "My job is important in my life" (JS6, 3.98), while the lowest score was found in the statement "I plan to leave this organisation as soon as I can" (TI3, 2.30). Thus, it can be concluded that even though employees recognize the importance of work in their lives, some still have the desire to leave the organisation, especially when facing high work pressure. Within the context of the BPO industry, particularly at PT Infomedia Nusantara, the simultaneous effect of workload, job satisfaction, and organisational commitment reflects the interaction between job demands and employees' psychological attachment. Workload emerges as the primary pressure factor, while job satisfaction plays a limited role that does not independently prevent turnover intention. Organisational commitment functions as a stabilising mechanism that can partially offset workload pressure by strengthening employees' emotional attachment to the organisation. This finding suggests that turnover intention in high-pressure BPO environments is driven by the balance between sustained operational demands and organizational support rather than by a single dominant factor. Managerially, this implies that retention strategies must be integrated, combining realistic workload allocation, transparent performance and contract management, and consistent supervisory support to reduce turnover intention effectively. In BPO operations, retention efforts should prioritize workload allocation, shift scheduling, and support for contract-based employees.

This study contributes to the literature on turnover intention by showing that the role of its antecedents differs depending on the work context. In the BPO environment examined, job satisfaction does not appear to play a decisive role in preventing turnover intention, even though employees generally perceive their work as meaningful and socially comfortable. This finding indicates that employees may feel sufficiently satisfied with certain aspects of their job while still

considering leaving the organisation. Instead, turnover intention is more strongly influenced by work-related pressures, particularly workload, while organisational commitment helps reduce employees' intention to leave by strengthening their attachment to the organisation. These results suggest that, in high-pressure and contract-based BPO settings, turnover intention is shaped more by structural work conditions and organisational support than by job satisfaction alone.

Conclusion

This study was conducted to analyse the extent to which workload, job satisfaction, and organisational commitment impact employees' intention to resign at PT Infomedia Nusantara Yogyakarta using a Partial Least Squares Structural Equation Modelling (PLS-SEM) approach within a service-intensive BPO context. The findings of the analysis show that workload positively and significantly affects turnover intention, in contrast to organisational commitment, which has a significant negative impact. Job satisfaction, although negative, was not found to be significant in the model. Simultaneously, the three variables explain 49.2% of the variation in turnover intention, which implies that other unexamined factors account for nearly half of employees' turnover intention. The current research confirms that managing workload and strengthening organisational commitment are important as key employee retention strategies, while the role of job satisfaction differs from several prior empirical findings.

The results further demonstrate that excessive workload and intense work pressure constitute the dominant drivers of turnover intention in the BPO environment, which is characterised by fast-paced operations and strict performance targets. Conversely, organisational commitment functions as a protective factor that reduces employees' intention to leave by fostering emotional attachment and organisational identification, even under demanding work conditions. A key contribution of this study lies in its finding that job satisfaction does not function as a decisive predictor of turnover intention in a high-pressure, contract-based BPO setting. Although employees perceive their work as socially acceptable and economically important, such satisfaction is insufficient to offset structural pressures such as workload intensity, rigid performance metrics, and limited employment security. This result highlights that, in service-intensive BPO environments, employee retention is shaped more strongly by workload conditions and organisational commitment than by job satisfaction alone. From a practical perspective, these findings imply that turnover reduction strategies in BPO organisations should prioritise effective workload management and the strengthening of organisational commitment. Efforts to reduce turnover intention should focus on realistic workload allocation, fair shift scheduling, and consistent supervisory support, while job satisfaction should be addressed as a supporting rather than a primary retention mechanism.

This study is limited by its cross-sectional design and relatively small sample size, which may reduce the generalizability of findings. In addition, the research focuses on a single BPO organisation, which may limit the applicability of the results to other industries or organisational contexts. Therefore, future studies are advised to apply a longitudinal design, increase the number of respondents, and consider other variables such as job insecurity. Job insecurity, reflecting workers' uncertainty about the continuity of their employment, has the potential to heighten stress and encourage turnover intention. In practical terms, organisations are encouraged to manage workload fairly through better shift arrangements and additional staffing, while also enhancing organisational commitment via career development and inclusive workplace culture. These strategies are essential to reduce turnover intention and ensure the sustainability of a competent workforce in the BPO industry.

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