

Research Article

The Effect of Workload and Job Satisfaction on Turnover Intention with Organizational Commitment as a Mediation Variable in Lifeguard Personnel in Badung Regency

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Abstract: Turnover intention reflects employees' intention to leave an organization and may result in the loss of valuable human resources. This study examines the effects of workload and job satisfaction on turnover intention, with organizational commitment serving as a mediating variable among Lifeguard personnel in Badung Regency. A quantitative approach was employed using a saturated sampling technique involving 129 Lifeguard personnel. Data were collected through questionnaires, interviews, and documentation and analyzed using Partial Least Squares (PLS). The findings indicate that workload has a positive and significant effect on turnover intention while negatively affecting organizational commitment. Conversely, job satisfaction has a negative effect on turnover intention and a positive effect on organizational commitment. Organizational commitment also has a significant negative effect on turnover intention and partially mediates the relationships between workload and turnover intention as well as between job satisfaction and turnover intention. These findings suggest that excessive workload increases employees' intention to leave while reducing their commitment to the organization. In contrast, higher job satisfaction strengthens organizational commitment and decreases turnover intention. Therefore, organizations are encouraged to implement a more balanced workload distribution, provide fair compensation that reflects employees' responsibilities and occupational risks, and strengthen organizational commitment through employee welfare and engagement programs. These strategies are expected to improve employee retention and support organizational sustainability.

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1. Introduction

Turnover intention is one of the main problems in human resource management because it can cause losses for organizations, such as increased recruitment and training costs, decreased work productivity, and loss of experienced labor (Pawesti & Wikansari, 2022). High turnover intention is generally influenced by less supportive working conditions, especially related to workload and employee job satisfaction. A high workload can cause stress, physical and mental fatigue, and reduce work motivation, which encourages the emergence of employees' desire to leave the organization (Monika, 2022). Previous research has shown that workload has a positive effect on turnover intention (Nainggolan & Gunawan, 2021; Muhammad et al., 2021; Situmorang & Wardhani, 2022). However, Wibowo et al.'s (2021)

research found that workload has no effect on turnover intention, so there is still a research gap that needs to be studied further.

In addition to workload, job satisfaction is also an important factor that affects turnover intention. Job satisfaction reflects an individual's positive emotional state of his or her job (Hakami et al., 2023). Employees who have high job satisfaction tend to be more loyal and have a low desire to leave the organization. This is supported by research by Anees et al. (2021); Pratama et al. (2022); and Maharani & Tamara (2024) which states that job satisfaction has a negative effect on turnover intention. However et al. (2021) found a different result, namely job satisfaction had no effect on turnover intention due to the presence of holding factors such as job security and social ties in the organization. The difference in the results of the study shows the need for mediation variables to explain the relationship between variables more comprehensively.

In this study, organizational commitment was used as a mediation variable. Organizational commitment describes the emotional attachment and loyalty of employees to the organization which can reduce the desire to quit work (Suparyadi, 2023). Research by Živković et al. (2021); Zhu et al. (2022); and Ariawan et al. (2023) found that organizational commitment has a negative effect on turnover intention. In addition, workload is known to have a negative effect on organizational commitment (Kurniadin et al., 2024), while job satisfaction has a positive effect on organizational commitment (Irawan & Ie, 2022). However, some other studies have shown inconsistent results so further testing is still needed.

This study focuses on Lifeguard personnel employed under the authority of the Badung Regency Tourism Office. As frontline personnel responsible for ensuring visitor safety in coastal tourism destinations, Lifeguards are required to perform duties that involve considerable responsibility and exposure to occupational hazards. Data recorded during the 2023–2025 period indicate a workforce turnover rate approaching 10%, suggesting challenges related to employee retention within the organization. Several workplace conditions may contribute to this situation, including demanding operational responsibilities, broad surveillance coverage, and limitations in human resources. Furthermore, concerns related to work facilities, recognition, and perceived fairness of compensation may reduce employees' satisfaction with their jobs, which in turn can weaken their commitment to the organization and increase the likelihood of employee departure.

The present study was undertaken to provide a deeper understanding of the factors associated with turnover intention among Lifeguard personnel in Badung Regency by examining the roles of workload, job satisfaction, and organizational commitment within an integrated research framework. The investigation was motivated by inconsistencies in previous findings and issues observed in the organizational setting, which indicate the need for further empirical evidence. The findings are expected to enrich the body of knowledge in the field of human resource management, particularly concerning employee retention behavior, while also offering insights that may assist the Badung Regency Tourism Office in designing policies and programs aimed at strengthening workforce commitment and reducing the likelihood of employee turnover.

2. Literature Review

Workload

Workload can be understood as the level of responsibility and task demand assigned to employees during a particular work period. This concept is associated with the amount of resources employees must expend to fulfill organizational expectations and complete their assigned duties. The consequences of workload are largely determined by the balance between job demands and individual capabilities. When this balance is maintained, employees are generally able to perform effectively; however, an excessive accumulation of tasks may create work strain, reduce efficiency, and adversely affect employees' physical and psychological conditions. Accordingly, workload represents an important aspect of the work environment that influences both employee performance and overall workplace well-being (Hendrayanti, 2022; Ali, 2023; Vanchapo, 2022).

Job Satisfaction

Job satisfaction refers to employees' overall level of contentment derived from their employment and reflects how well the workplace fulfills their expectations, preferences, and professional aspirations. This concept encompasses employees' evaluations of various work-related aspects, including organizational support, recognition, compensation, career development opportunities, and the quality of the working environment. Positive assessments of these factors tend to generate favorable emotional responses toward work, which can

strengthen employees' attachment to the organization and encourage sustained contribution to organizational success (Manullang, 2023; Hakami et al., 2023; Puspitawati et al., 2025; Isac et al., 2022; Jigjiddorj et al., 2022).

Organizational Commitment

A critical factor influencing employee retention and organizational effectiveness is the extent to which individuals develop a strong connection with their workplace. This connection, commonly referred to as organizational commitment, reflects employees' sense of belonging, emotional attachment, and dedication toward the organization. Individuals who possess a high level of commitment are more likely to internalize organizational values, prioritize organizational interests, and demonstrate a willingness to contribute beyond their formal responsibilities. Such attitudes encourage employees to remain engaged and maintain long-term involvement within the organization (Novitasari et al., 2022; Yudihari et al., 2024). Bagis et al. (2023) further argue that organizational commitment emerges when employees understand and embrace the goals and direction established by the organization.

The concept of organizational commitment has been widely recognized as an indicator of the quality of the relationship between employees and their organization. Moorhead and Griffin (2023) suggest that commitment reflects the degree of employees' integration into organizational life, while Robbins and Judge (2023) associate it with a persistent desire to continue being part of the organization. Accordingly, employees who exhibit stronger commitment tend to show greater consistency in supporting organizational initiatives, display higher levels of responsibility, and contribute more actively to the accomplishment of organizational objectives.

Turnover Intention

Turnover intention is commonly understood as an employee's predisposition to consider terminating his or her employment relationship with the current organization. This concept reflects a deliberate evaluation process in which individuals assess the possibility of pursuing alternative career opportunities that are perceived to offer more favorable conditions or greater benefits. As noted by Saeka & Suana (2022), turnover intention represents an employee's desire to leave the organization, while Pawesti & Wikansari (2022) view it as the tendency to search for more attractive employment alternatives. Furthermore, Simone et al. (2021) argue that such intentions often originate from unfavorable perceptions of workplace conditions and may eventually develop into voluntary turnover behavior.

Within the field of human resource management, turnover intention is frequently used as an indicator to assess the risk of employee departure before actual turnover occurs. A high level of turnover intention may signal weakened organizational attachment and declining employee commitment. If not properly addressed, this condition can create various organizational challenges, including increased recruitment and training expenditures, loss of experienced personnel, and disruptions to operational effectiveness and productivity.

3. Materials and Method

Focusing on employee retention within public service organizations, this study examined the factors associated with turnover intention among Lifeguard personnel working in the Tourist Rescue units of Badung Regency. Empirical data were obtained from 129 PPPK-status personnel through a census approach, ensuring that all eligible individuals were represented in the analysis. The investigation incorporated workload and job satisfaction as explanatory constructs, organizational commitment as an intervening mechanism, and turnover intention as the key outcome variable. Information required for the study was compiled through questionnaire responses, interview sessions, and supporting documentary evidence, which were subsequently analyzed using a quantitative research framework.

The proposed research framework was examined using the Partial Least Squares Structural Equation Modeling (PLS-SEM) approach. The analytical procedure involved assessing the quality of the measurement model, evaluating the structural relationships among constructs, and investigating the presence of mediating effects within the model. Model adequacy was determined through several statistical indicators, including validity, reliability, explanatory power, and predictive capability. Furthermore, the significance of both direct and indirect paths was estimated through a bootstrapping resampling procedure, with statistical decisions made at a 5% significance threshold.

4. Results and Discussion

Inferential Analysis

Evaluation of Measurement Models

a. Convergent Validity

Table 1. Results of the Outer Loading Calculation.

Variable	Indicators	Statement Items	Outer Loading
Workload	Targets to be Achieved	X1.1	0.953
	Working Conditions	X1.2	0.951
	Work Standards	X1.3	0.961
Job Satisfaction	Mentally Challenging Work	X2.1	0.738
	Fast Rewards	X2.2	0.951
	Working Conditions	X2.3	0.931
	Supportive Colleagues	X2.4	0.712
	Personal Suitability to Work	X2.5	0.887
Organizational Commitment	Affective Commitment	M1	0.925
	Continuance Commitment	M2	0.940
	Normative Commitment	M3	0.842
Turnover Intention	Thinking About Leaving	Y1	0.949
	Searching for Alternative Jobs	Y2	0.893
	Intention to Leave	Y3	0.930

This section focuses on the presentation and interpretation of the research findings by integrating the outcomes of data analysis with relevant theoretical and empirical perspectives. Information related to data sources, analytical methods, software tools, and assessment techniques should be adequately described, while the findings are ideally supported by visual representations such as tables, figures, or graphs. Rather than merely reporting numerical results, the discussion should explain their meaning, evaluate their relevance to the proposed hypotheses, and highlight the major insights and contributions generated by the study.

The assessment of the measurement model revealed strong indicator performance across all constructs. Each item used to measure workload, job satisfaction, organizational commitment, and turnover intention exhibited a loading value above the minimum acceptable criterion, indicating a substantial correlation between the indicators and their respective latent variables. Consequently, the indicators were considered capable of accurately capturing the underlying constructs and met the requirements for validity testing.

b. Discriminant Validity

Table 2. Discriminant Validity Calculation Results.

Variable	Workload	Job Satisfaction	Organizational Commitment	Turnover Intention
Workload	0.955			
Job Satisfaction	-0.643	0.850		
Organizational Commitment	-0.683	0.636	0.904	
Turnover Intention	0.746	-0.713	-0.714	0.924

The results reported in Table 4.2 demonstrate that all indicators were more strongly represented by their respective latent variables than by any other constructs included in the model. This pattern of relationships confirms that each indicator appropriately reflects the concept it was designed to measure, thereby providing evidence that the measurement model satisfies the required validity standards.

c. Reliability

Table 3. Reliability Test Results.

Variable	Cronbach's Alpha	Composite Reliability	Remarks
Workload (X1)	0.952	0.952	Reliable
Job Satisfaction (X2)	0.902	0.929	Reliable
Organizational Commitment (M)	0.886	0.886	Reliable
Turnover Intention (Y)	0.914	0.914	Reliable

The reliability evaluation demonstrated that all constructs included in the measurement model exhibited satisfactory internal consistency. As reported in Table 4.3, the Composite Reliability and Cronbach's Alpha values for workload, job satisfaction, organizational

commitment, and turnover intention exceeded the recommended threshold of 0.70, indicating that the measurement instruments were reliable and appropriate for further analysis.

d. Structural Model Evaluation

Evaluation of Structural Models Through R-Square

Table 4. Results of R-Square Calculations.

Endogenous Variable	R Square	Adjusted R Square
Organizational Commitment	0.532	0.525
Turnover Intention	0.683	0.675

The coefficient of determination results indicate that the proposed model was able to explain a meaningful proportion of the variance in organizational commitment. The R^2 value of 0.532 suggests that organizational commitment was reasonably accounted for by workload and job satisfaction, demonstrating that these variables play an important role in shaping employees' attachment to the organization. Nevertheless, a considerable proportion of the variance remains associated with factors that were not incorporated into the current model. Based on the criteria developed by Chin and cited in Ghazali and Latan (2022), this level of explanatory power is classified as moderate.

For turnover intention, the model produced an R^2 value of 0.683, reflecting a stronger explanatory capacity. This result indicates that workload, job satisfaction, and organizational commitment collectively provide substantial information for predicting employees' intentions to leave the organization. Accordingly, only a relatively limited proportion of the variation in turnover intention is explained by factors outside the proposed framework. Referring to the classification of Chin as reported in Ghazali and Latan (2022), the predictive performance of the model for turnover intention can be considered relatively strong.

Evaluation of Structural Models Through R-Square

Table 5. Q-Square Test Results.

Description	Result
Organizational Commitment (R^2)	0.532
Turnover Intention (R^2)	0.683
Q ² Formula	$(1-(1-R_1^2)(1-R_2^2))$
Q ² Calculation	$(1-(1-0.532)(1-0.683))$
Q ² Value	0.852

The Q² value obtained from the structural model evaluation was 0.852, indicating that the model exhibits excellent predictive capability. This result suggests that turnover intention can be explained to a large extent by the combined contribution of workload, job satisfaction, and organizational commitment, while only a small proportion of the variance is attributable to factors not examined in this study. Based on the predictive relevance criteria proposed by Latan and Ghazali (2022), the model demonstrates a very high level of explanatory and predictive strength.

Hypothesis Testing

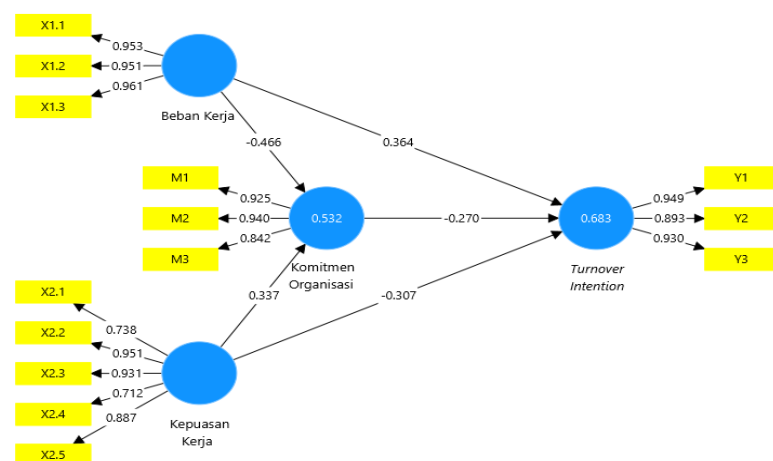


Figure 1. Path Diagram the Relationship Between Workload, Job Satisfaction and Organizational Commitment and Turnover Intention.

An assessment of the proposed research model was conducted using SmartPLS 3.0. The analysis produced statistical outputs that describe the causal links among the study variables. To facilitate interpretation of the findings, the results of the path analysis are summarized and organized into the table presented below:

Table 6. The Relationship Between Workload Variables, Job Satisfaction and Organizational Commitment and Turnover Intention.

Influence Type	Construct	Original Sample (O)	T Statistics	P Values	Remarks
Direct Influence	Workload → <i>Turnover Intention</i>	0.364	3.790	0.000	Accepted
Direct Influence	Job Satisfaction → <i>Turnover Intention</i>	-0.307	4.402	0.000	Accepted
Direct Influence	Workload → Organizational Commitment	-0.466	5.201	0.000	Accepted
Direct Influence	Job Satisfaction → Organizational Commitment	0.337	3.662	0.000	Accepted
Direct Influence	Organizational Commitment → <i>Turnover Intention</i>	-0.270	3.039	0.002	Accepted
Indirect Influence	Workload → Organizational Commitment → <i>Turnover Intention</i>	0.126	2.545	0.011	Accepted
Indirect Influence	Job Satisfaction → Organizational Commitment → <i>Turnover Intention</i>	-0.091	2.330	0.020	Accepted

Discussion

The Effect of Workload on Turnover Intention

The empirical results indicate that employees' intentions to remain with an organization may be challenged when work demands exceed their capacity to cope effectively. For Lifeguard personnel in Badung Regency, an increase in workload was associated with a greater tendency to consider leaving the organization. Continuous exposure to demanding tasks and responsibilities can consume employees' physical energy and psychological resources, making it increasingly difficult to maintain a sustainable work-life balance. As these pressures accumulate, employees may begin to perceive alternative employment as a more attractive option for achieving greater personal and professional well-being (Monika, 2022).

The Theory of Planned Behavior offers a theoretical explanation for this relationship by emphasizing that behavioral intentions are shaped by individuals' assessments of their circumstances and their perceived capability to manage them. When employees view their workload as excessive or difficult to control, negative evaluations of their work situation are more likely to emerge, which can strengthen thoughts of organizational withdrawal. Consequently, workload becomes a critical antecedent of turnover intention. This finding is supported by previous studies conducted by Nainggolan and Gunawan (2021), Muhammad et al. (2021), Situmorang and Wardhani (2022), and Adiputra and Mileni (2024), which likewise reported that heavier workloads contribute significantly to increased turnover intention.

The Effect of Job Satisfaction on Turnover Intention

The present study demonstrates that turnover intention among Lifeguard personnel in Badung Regency tends to decline when employees perceive their work experiences positively. Employees who derive greater fulfillment from their jobs are generally less inclined to contemplate leaving the organization, as they are more likely to perceive their current employment as capable of meeting their expectations and professional needs. When employees experience a supportive work environment and obtain meaningful benefits from their roles, the attractiveness of external employment opportunities becomes relatively lower. Consequently, the likelihood of developing intentions to resign decreases substantially (Hakami et al., 2023).

The Theory of Planned Behavior provides a useful explanation for this phenomenon by suggesting that behavioral intentions are largely determined by individuals' evaluations of a given situation. Positive perceptions of one's job can foster a stronger preference for maintaining existing employment, whereas unfavorable evaluations may stimulate interest in exploring alternative career options. Therefore, job satisfaction can be regarded as a protective factor that discourages withdrawal tendencies and promotes employee retention. This finding supports the conclusions of Anees et al. (2021), Pratama et al. (2022), Tharindu

et al. (2023), and Maharani and Tamara (2024), who likewise reported that higher levels of job satisfaction are associated with lower turnover intention.

The Effect of Workload on Organizational Commitment

The analysis revealed that increasing job demands were associated with a weakening of organizational commitment among Lifeguard personnel in Badung Regency. Employees who are continuously required to manage substantial work responsibilities may find it more difficult to maintain a strong sense of connection with the organization. Heavy workloads can create physical and psychological strain, leaving employees with fewer resources to engage with organizational values and objectives. As a consequence, their sense of loyalty and dedication toward the organization may gradually diminish (Hendrayanti, 2022).

These findings may be explained by the Theory of Planned Behavior, which proposes that behavioral intentions are influenced by individuals' perceptions and evaluations of their circumstances. When employees perceive their work obligations as excessively demanding, they may develop unfavorable views of their work environment, reducing their willingness to remain psychologically invested in the organization. This situation can weaken organizational commitment and discourage long-term organizational involvement. Similar patterns have been documented by Kurniadin et al. (2024), Ong et al. (2023), Bakhreisyi et al. (2024), and Ihzamahendra et al. (2024), who likewise reported a significant inverse relationship between workload and organizational commitment.

The Effect of Job Satisfaction on Organizational Commitment

The statistical results indicate that organizational commitment among Lifeguard personnel in Badung Regency does not emerge independently, but is influenced by employees' overall evaluation of their employment conditions. Individuals who perceive their jobs as rewarding and meaningful are more likely to develop a stronger connection with the organization. This attachment is reflected through their willingness to remain involved, contribute beyond formal responsibilities, and support organizational continuity. The findings suggest that favorable workplace experiences play a crucial role in cultivating a committed workforce (Robbins & Judge, 2022).

From the perspective of the Theory of Planned Behavior, employees' behavioral tendencies are shaped by the beliefs and perceptions they hold regarding their work environment. Positive assessments of workplace conditions encourage stronger identification with organizational goals and reinforce employees' desire to maintain their membership within the organization. Therefore, satisfaction derived from work can be viewed as an important precursor to organizational commitment. These findings are consistent with the empirical evidence reported by Irawan and Ie (2022), Wua et al. (2022), Sadaf et al. (2022), and Al-Refaei et al. (2023), who likewise highlighted the contribution of job satisfaction to the strengthening of organizational commitment.

The Effect of Organizational Commitment on Turnover Intention

The analysis identified organizational commitment as a significant factor associated with employees' intentions to remain in the organization. Among Lifeguard personnel in Badung Regency, individuals exhibiting a stronger sense of identification with organizational values and objectives were considerably less likely to express thoughts of leaving their jobs. This finding suggests that employees who feel emotionally connected to their workplace and perceive themselves as an integral part of the organization tend to maintain long-term employment relationships. Such commitment reflects not only loyalty but also a personal investment in the continuity and success of the organization (Suparyadi, 2023).

These results can be interpreted through the Theory of Planned Behavior, which emphasizes the role of internal attitudes in shaping future behavioral decisions. A strong commitment toward the organization encourages employees to preserve their organizational membership and discourages intentions to seek alternative employment. Therefore, organizational commitment can be viewed as a stabilizing force that reduces employees' propensity to withdraw from the organization. This outcome is consistent with empirical evidence reported by Živković et al. (2021), Zhu et al. (2022), Parmar et al. (2022), and Ariawan et al. (2023), who likewise demonstrated that higher organizational commitment is associated with lower turnover intention.

The Effect of Workload on Turnover Intention through Organizational Commitment

The statistical evidence demonstrates that organizational commitment partially explains the association between workload and turnover intention among Lifeguard personnel in Badung Regency. Employees facing excessive work demands are more likely to develop

intentions to leave the organization, not only as a direct consequence of workload but also because intensified job pressures tend to erode their commitment. Prolonged exposure to demanding tasks may generate stress, exhaustion, and diminished perceptions of organizational support, ultimately weakening employees' attachment to the organization (Ali, 2023).

From the perspective of the Theory of Planned Behavior, unfavorable working conditions can shape negative evaluations and influence behavioral intentions. As organizational commitment declines, employees become less motivated to maintain their organizational membership and more inclined to consider alternative employment opportunities. Accordingly, organizational commitment functions as an intervening construct that transmits the effect of workload on turnover intention. This finding supports previous studies conducted by Saputra et al. (2021), Kecici et al. (2021), and Hariyanto et al. (2022), which likewise identified organizational commitment as a significant mediating factor in the relationship between workload and employees' intentions to leave.

The Effect of Job Satisfaction on *Turnover Intention* Through Organizational Commitment

The mediation analysis revealed that organizational commitment significantly intervenes in the relationship between job satisfaction and turnover intention among Lifeguard personnel in Badung Regency. Employees who experience higher levels of satisfaction in their work tend to exhibit stronger commitment toward the organization, which subsequently reduces their intention to resign. The significance of both the direct and indirect pathways indicates that organizational commitment operates as a partial mediator in this relationship. Job satisfaction reflects employees' favorable perceptions of their work experiences and organizational environment, which can strengthen their willingness to maintain organizational membership (Manullang, 2023).

These findings can be interpreted through the Theory of Planned Behavior, which suggests that positive evaluations of work conditions encourage favorable behavioral intentions and stronger attachment to the organization. As organizational commitment increases, employees become less likely to consider leaving their jobs. Therefore, organizational commitment serves as an important mechanism through which job satisfaction contributes to lowering turnover intention. This result is consistent with previous studies conducted by Faizah et al. (2021), Mohyi (2021), and Dayyan et al. (2024), which also identified organizational commitment as a significant mediating variable between job satisfaction and turnover intention.

5. Conclusion

The findings reveal that work demands serve as a significant predictor of employees' intentions to withdraw from the organization. As occupational pressures intensify, Lifeguard personnel in Badung Regency become increasingly inclined to consider leaving their current positions. Employees' perceived satisfaction with their jobs demonstrates a substantial inverse association with turnover propensity. This indicates that a more favorable evaluation of workplace experiences diminishes the likelihood of Lifeguard personnel seeking employment elsewhere. Organizational commitment is adversely affected by excessive job demands. Elevated workloads tend to erode employees' sense of attachment, allegiance, and psychological investment in the organization, thereby weakening their commitment. The results further indicate that job satisfaction contributes positively to the development of organizational commitment. Personnel who derive greater fulfillment from their work are more likely to exhibit stronger dedication and identification with organizational objectives. Organizational commitment emerges as a significant deterrent to turnover intention. Individuals who possess a stronger bond with the organization generally display a lower tendency to contemplate resignation or organizational departure. The mediating analysis confirms that organizational commitment partially transmits the effect of workload on turnover intention. In this context, escalating work demands may indirectly foster employees' intentions to leave by undermining their commitment to the organization. Organizational commitment also functions as a partial intervening mechanism in the relationship between job satisfaction and turnover intention. Higher levels of job satisfaction can suppress employees' withdrawal intentions by strengthening their commitment and emotional attachment to the organization.

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