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**Effect of Career Development and Workload on Turnover Intention with Job Satisfaction as an Intervening Variable**

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**Abstract**

Turnover intention must be addressed as a phenomena and human behavior that is vital in corporate life from both an individual and societal standpoint, with the understanding that the desire to change employees will have a substantial influence on both the firm and the employees involved. The purpose of this study is to examine the impact of Career Development on turnover intention, Career Development on job satisfaction, Workload on turnover intention, Workload on job satisfaction, Job satisfaction on turnover intention, Career Development on turnover intention via job satisfaction, and Job stress on turnover intention via job satisfaction. With 155 respondents, the sample was drawn using a proportionate sampling technique. According to the findings of this study, Career Development has a negative and significant influence on employee turnover intention at startup companies in Jakarta. Career Development has a positive and significant influence on job satisfaction, Workload has a considerable and beneficial influence on employee turnover intention. Workload has a negative and severe impact on employee job satisfaction, Employee turnover intention is influenced negatively and insignificantly by job satisfaction, through employee work satisfaction, Career Development has a negative and minor influence on turnover intention meanwhile Workload has a favorable and considerable influence on turnover intention through employee job satisfaction at a startup company in Jakarta.

**Keywords:** Skill Development, Workload, Turnover Intention, Job Satisfaction

**1. Introduction**

*1.1 Introduce the Problem*

High turnover intention in a company is a major issue that all businesses encounter, affecting operations and production. Companies will feel troubled if they learn that their employees wish to quit the firm; furthermore, these employees can be classed as employees who are highly dedicated to the company and do high-quality work. If employees wish to leave the company, the company will incur significant losses. The main issue in the organization will be that the monies paid by the company to carry out the employee recruitment process, as well as the much training supplied to employees, would be in useless.

Turnover intention must be handled as an important human phenomena and behavior in corporate life, both individually and socially, because the desire to move people will have a substantial impact on the organization and the employees involved. (Cahyaningrum, 2018). The intention to turnover has a negative influence on the business because it creates employees, the

atmosphere of two jobs is not favorable, and it also has an impact on rising human resource costs (Azizaturrahma et al., 2020). According to the findings of Dale (2017) research, just 25% of millennial employees are fully engaged with the organization where they work. While 66% were only somewhat involved, and 9% refused to participate. If they are unhappy, this generation is quick to relocate or quit their work.

Because of the enormous number of startups in Indonesia, they are subject to a variety of difficulties. According to a 2019 study conducted by the Creative Economy Agency (Bekraf) in collaboration with the Indonesian Information and Communication Technology Creative Industry Society, startups in Indonesia face a variety of challenges in their operations, including capital, human resources, facilities, regulations and laws, and market segmentation.

Table 1: Turnover table of *startup* employees in Jakarta

Company Name, ,	Year,	Number of Incoming Employees	Number of Outgoing Employees,	Turn Over (%)	Total Initial Employees	Total Employees
Starup X	2019	102	55	11%	490	537
Starup Y		185	112	11%	990	1063
Starup Z		78	14	14%	65	129
Starup X	2020	165	77	13%	537	625
Starup Y		340	154	13%	1063	1249
Starup Z		185	33	16%	129	281
Starup X	2021	220	89	13%	625	756
Starup Y		280	149	11%	1249	1380
Starup Z		300	78	20%	281	503

Source: Wahyudi and Sabil (2022)

One of the HR issues that startup organizations encounter is the high turnover intention of their personnel. The table above shows that some digital startups have a somewhat high turnover rate. According to Wahyudi and Sabil's (2022) research, staff *turnover* is considered average if it ranges between 5 and 10% per year, and excessive if it exceeds 10% per year. *Startup X, Y, and Z* are all *digital startups* based in the Jakarta area. The digital startup firms listed above are representations of various Indonesian *startup enterprises*. Turnover prevention can begin with an understanding of factors connected to *turnover*, such as employee job satisfaction, work environment or culture, and firm leadership. According to the results of this poll, the reasons for employee turnover intention include incompatibility with business culture, a lack of *professional development*, and a lack of flexibility, which leads to increasing workload. According to Jayasri and Annisa (2023), turnover intention is one of the reasons people leave their jobs in search of a better one. Companies frequently encounter high intention and unpredictable turnover. Employees will seek a new organization in order to further their careers and find job satisfaction that they were unable to find at their former employer. Turnover intention cannot be avoided and can only be limited by the firm, even if the company has made every effort to provide a comfortable work environment and meet the demands of its employees. If a company continues

to have significant personnel turnover rates, it may face increasingly serious challenges with its business processes.

Human resources are one of the most significant aspects in every organization, and they play a critical part in achieving the firm's objectives and goals. Human resources are also one of the variables that decide whether a business is successful or not, because their function is to plan, develop, manage, and control various operational operations within the company. As previously stated, maintaining the quality of human resources is one of the standards for a company's success.

*Career development* is a firm endeavor that tries to increase its employees' knowledge and abilities in order for them to have a broader perspective through the possibility to advance in the company (Aritonang, 2019). Career Development is a step toward a person's desire to discover a career path inside his firm. Someone who begins working after placement in an organization during its active period and continues to work until retirement age indicates that he wishes to pursue a career in the organization (Palupi, 2018). This is what an employee wishes to work for in order to discover a career path or advance in a company. Kasdorf and Kayaal (2020) stated that there is a negative and significant influence between career development and *turnover intention*, where high *career development in a company will significantly reduce the turnover intention rate* in the company. This is also supported by Jayasri and Annisa (2023), whose research discovered that career development has a negative and significant influence on *turnover intention*, where the more career opportunities open to employees in the company, the lower the *turnover intention rate* in the company. Research conducted by Dewi & Nurhayati (2021), states that career development has a significant negative effect on moving intentions, while research conducted by Pratiwi & Johannes (2020) states that career development has a significant positive effect on moving intentions.

Workload, role conflict, job autonomy, social support, role ambiguity, work-family conflict, and reward are all factors that influence the occurrence of work burnout, according to Moore (2000), Ahuja et al. (2017), and Chawla and Sondhi (2011). The findings of this study reveal the most powerful predictor of work tiredness, namely workload. Previous research has looked at the direct association between workload and intention to leave. When numerous studies find different results for each variable association, an intriguing thing happens; this is the basis for gap research in this study. Some scholars have also investigated the direct association between these variables, such as Yue et al. (2005). This study investigates the relationship between workload and turnover intention. According to the findings of this study, workload has a considerable beneficial effect on turnover intention. Mutiasri (2016) discovered divergent outcomes in his investigation. According to the findings of this study, workload has no effect on turnover intention.

### *1.2. Theoretical Review*

**Career Development.** job development, according to Priskila and Ie (2021), is a change in one's job and individual modifications in order to better one's career and attain one's career goals in the firm. In her research, Nurlilah (2021) defines career development as an individual's professional path that has been set by the organization in terms of assisting to better one's position and employment in a company. According to Aritonang et al. (2019), career development is a firm

effort that tries to increase the knowledge and abilities of its employees in order for them to have a broader perspective through the possibility to advance in the organization. According to the findings of these research, career development is a path provided by firms to their employees in the form of promotions to help them advance in their professions and fulfill their career goals as employees.

**Workload.** Workload, as defined by Chen et al (1992) in Raza et al (2017), is the quantity of work that an individual must perform in a certain amount of time. Workload, according to Permendagri No. 12/2008, is the quantity of work that must be carried out by a position / organizational unit and is the result of the volume of work and the time standard. A person's workload is already established by company work guidelines based on the type of job. There will be no problems if the majority of employees follow the company's standards. However, if employees labor below corporate standards, their workload will increase or surpass their capacity (Kurniawan et al, 2016). Employees may experience worry, weariness, headaches, and digestive issues as a result of their heavy job. While Munandar (2011) defines workload as duties assigned by organizations to the workforce or employees that must be done on time using the talents and potential of the labor. Workload, as defined by some of the definitions above, is a set or quantity of activities that must be accomplished by office holders or organizational units within a specific time frame. Menpan (2010) indicated many workload indicators in Kurniawan et al (2016), namely: working time, number of jobs, physical demands, and pressure from superiors.

**Job Satisfaction.** According to Malthis (2008) in Rosita and Tri (2016), job satisfaction is a pleasant emotional state achieved as a result of analyzing one's work experience. Employee dissatisfaction can occur when expectations fail to meet accepted reality. Job satisfaction characteristics include job satisfaction, salary, recognition, the interaction between supervisors and labor, and total job satisfaction.

Handoko (2001) defines job satisfaction as an employee's perception of his or her feelings about work, whether positive or negative. This sentiment can be reflected in employees' positive attitudes toward work and in everything they encounter in the workplace. Absolute satisfaction level benchmarks do not exist because everyone has varying levels of satisfaction (Rosita & Tri, 2016). Gibson et al. (2012) contend that job satisfaction is a component of motivation. Members' contentment with the organization can be linked to their work performance and results, as well as the incentives and penalties they get. So that the amount of employee work satisfaction in an organization can be determined based on organizational members' attitudes, absenteeism, delays, and complaints that are typical in an organization (Brahmasari & Agus, 2008).

Based on the definitions provided above, it is possible to deduce that job satisfaction is a sense of pleasure or positivity felt by employees in relation to various aspects of their work. According to Mangkunegara (2005) in Brahmasari and Agus (2008), there are two (two) elements that influence job satisfaction: internal factors (employees) and external factors (their occupations). Employee intelligence (IQ), special skills (soft skills), age, gender, physical condition, education, work experience, working years, personality, emotions, ways of thinking, and work attitudes are all internal aspects. External influences include employment kind, organizational structure, rank (class), position, supervision quality, financial stability, promotion chances, social interaction,

and work relations. Employee satisfaction is measured by numerous variables, according to Luthans (2006) in Kristianto et al (2016).

1. *Job Descriptive Index* (JDI), which is related to the job (related to responsibility, interest and growth).
2. Quality supervision, which is related to technical assistance and social support.
3. Relationships with co-workers, namely related to social harmony and respect.
4. Promotion opportunities, which are related to opportunities for further employee development.
5. Payment/wages / salaries, i.e. in connection with adequate payments in accordance with the perepsi of justice.

**Turnover Intention** The desire to shift employment (turnover intention) is defined by Siagian (2012) as a person's desire to quit the organization where he works. According to Harnoto (2002) in Putrianti et al (2014), turnover intention is defined as "the level or intensity of the desire to leave the company, many reasons that cause this turnover intention, one of which is the desire to get a better job." This viewpoint is similar to the last one in that turnover intention is essentially the desire to depart or leave the firm. Desire to move refers to an employee's tendency or purpose to stop working or leave their current employment freely (Petronila et al., 2009 in Permatasari, 2012). Furthermore, Price et al. in Wijaya (2010) describe job changing as the movement of organizational employees across boundaries or out of an organization.

There are numerous elements that influence people's desire to relocate. Job satisfaction, organizational commitment, trust in the organization, job insecurity, and work motivation are among these elements (Muchinsky et al, 2001 in Ananto et al, 2016). According to Kalber and Forgarty (1995) in Utami and Bonussyeani (2009), the desire to change jobs can be measured by indicators such as the desire to find a suitable job, employee discomfort at work, salary and facility factors, boredom with work, uneven distribution of tasks, and receiving job offers.

**The Effect of Career Development on Turnover Intention** According to Kasdorf and Kayaal (2020), there is a negative and significant influence between career development and turnover intention, where high career development in a company will significantly reduce the turnover intention rate in the company. This is also supported by Jayasri and Annisa (2023), whose research found that Career development has a negative and significant influence on turnover intention, where the more career opportunities open to employees in the company, the higher the turnover intention rate. Dewi and Nurhayati (2021) back up this claim by performing research on the effect of career development on turnover intention, which yields the same results: the lower the chance for employees to advance in their careers, the higher the turnover intention drive.

**The Effect of Career Development on Job Satisfaction** According to the findings of Katharina and Dewi's (2020) research, career development has a positive and significant influence on job satisfaction, which means that the better a company manages its employees' career development, the more job satisfaction they will experience. According to the findings of Katharina and Dewi's (2020) research, career development has a positive and significant influence on job satisfaction,

which means that the better a company manages its employees' career development, the more job satisfaction they will experience.

**Effect of Workload with Turnover Intention** Workload is a collection of activities that demand mental processes or talents to be done in a specific amount of time, both physically and psychologically. Workload, according to Hariyono et al. (2009), is the amount of time a person spends performing work activities in accordance with their ability and work capacity without becoming fatigued. Work capacity, according to Irvianti and Qureshi et al. (2012), must be adjusted to the number of existing employees. According to Munandar (2001), every workload received by a person must be appropriate and balanced in relation to the physical abilities, cognitive abilities, and limitations of the humans who bear the burden. Employee workload must be adjusted to the quantity when the work to be done is excessive or insufficient, or to the quality where the work demands skill. If the burden is proportional to both physical ability and skill, as well as the time available, employees will feel comfortable with the work they accomplish and will want to stay with the organization. However, if the amount of duties is not proportional to both physical ability and experience, as well as the time available, it will be a source of stress, causing employees to desire to leave the organization. Ni Luh Tesi Riani (2017) discovered that heavy workload has a beneficial impact on *turnover intention*.

**The Effect of Workload on Job Satisfaction** Workload, as defined by Chen et al (1992) in Raza et al (2017), is the quantity of work that an individual must perform in a certain amount of time. Workload depicts the average activity of a job during a given time period. If the burden assigned by the company is appropriate for the employees' talents, the work can be satisfied with the resultant performance. However, if the workload is excessive, employee satisfaction will suffer. The more the workload carried by an employee, the greater the influence on work and the physical ability of employees (easily exhausted). Employees' job satisfaction decreases as their workload increases (Mahendrawan and Ayu, 2015). Workload has a negative and significant effect on job satisfaction, according to research conducted by Mahendrawan and Ayu (2015), Yo and Ida (2015). This suggests that the greater an employee's workload, the worse their job satisfaction.

**The influence of Career Development on Turnover Intention through Job Satisfaction** Job satisfaction, according to Kasdorf and Kayaal (2020), can mediate career growth to lower turnover intention, when career development is a source that increases job satisfaction. Increased job satisfaction will help to diminish the employee's desire to change jobs, resulting in a low intention to leave. According to Jayasri and Annisa (2023), work satisfaction mediates career development vs turnover intention. This result indicates that job satisfaction can be influenced by career growth in the organization and has an impact on the turnover intention rate. Similar findings were observed in Dewi and Nurhati's research (2021), where job satisfaction can mediate full career growth and minimize the company's turnover intention rate.

According to the findings of this study, career development has a negative and significant influence on turnover intention, with job satisfaction serving as a mediation. When the indicator career development is met, the level of employee job satisfaction in the company increases, while the level of turnover intention decreases.

**The effect of workload on turnover intention through job satisfaction** Staff satisfaction is one of the factors that can influence the turnover intention rate. Employees that are dissatisfied with their occupations are often dissatisfied and they wish to relocate to a better-paying employment. The Job Descriptive Index (JDI), quality of supervision, connections with coworkers, advancement chances, and money (suitable wages/salaries) can all be used to assess job satisfaction (Luthans, 2006 in Kristianto et al, 2016). Job discontent can emerge if the workload is quite substantial (high) and compensation is not believed to be commensurate with the workload borne by employees.

Workload is defined as a set or quantity of activities that an organizational unit or office holder must do within a specific time frame (Firdaus, 2017). The workload carried by employees varies depending to the varied types of employment. The level of complexity of work procedures, work demands, and job tasks that are not the same determines the high and low workload. As a result, the speed with which activities are completed and the productivity of each person differ depending on their workload (Kurniawan et al, 2016). Employees will be fatigued as a result of the heavy workload, which will also have an effect on their job happiness. Excessive workload will cause employees to consider looking for alternative employment that are more sensible in offering workloads that are in line with the remuneration acquired by employees.

The provision of contribute in accordance with the workload borne by employees is one of the initiatives to boost employee satisfaction and lower the intention rate of turnover.

*1.3. Empirical Model*

The empirical model of this research was developed as a tool for developing hypotheses based on a literature evaluation, and the hypotheses proposed in this study are described in the model as follows:

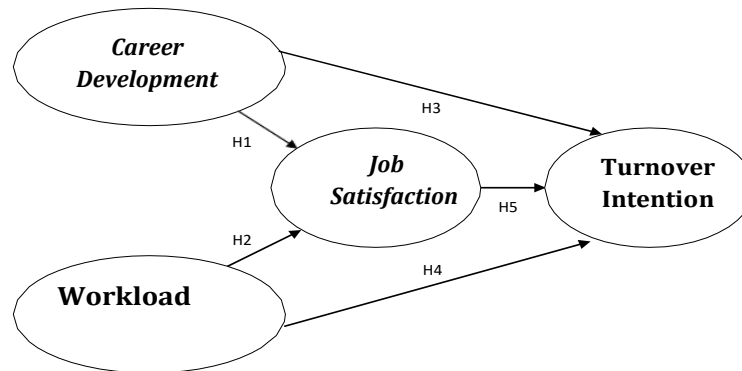


Figure 2: Empirical Model Research Methods

*1.4. Hypotheses*

The hypotheses in this study are as follows, based on the framework and theoretical underpinning that have been described:

H1 Career Development has a negative impact on turnover intent.

H2: Career advancement has a negative impact on job satisfaction.

H3: Workload affects turnover intention positively.

H4: Workload has a negative impact on job satisfaction.

H5: Job satisfaction has a negative effect on intention to leave.

H6: Job satisfaction has a favorable and considerable effect on turnover intention due to career development.

H7: Job satisfaction influences turnover intention.

## **2. Method**

This study employed asosisative research methodologies. According to Sugiyono (2019), associative research is a formulation of research topics that inquire about the relationship between two or more variables. In this study, associative research methodologies were employed to determine the amount to which variable X (independent variable) influenced variable Y, either partially or simultaneously.

The sampling method utilized in this study is non-probability utilizing purposive sampling approaches. The author employed a sample size of 20 times the number of variables evaluated in this study, as recommended by Sugiyono (2019). This study has 5 variables (independent + dependent), hence the sample size is  $25 \times 4$  variables = 100. Based on these calculations, it was estimated that the minimal sample size for this study was 100 respondents.

### *2.1. Operationalization of Variables and Instruments*

The dependent variable in this study is turnover intention, while the independent variables are Career Development and workload, as well as an intermediate intervening variable that lies between the independent and dependent variables, so that the independent variable does not directly affect the change or emergence of the variable is job satisfaction. The Likert scale was employed in this study to assess data from questionnaires. The Likert scale employed in this study is a five-point scale, with five categories of answers ranging from 1, "strongly disagree" to 5, "strongly agree."

This study employed variable indicators, scales, and references. It will be presented in the following table in the section below:



Table 2: Operationalization of Variables

<b>Variable</b>	<b>Indicator</b>	<b>Scale</b>	<b>Reference</b>
<i>Career Development</i>	1. Career Management 2. Career Plan 3. Career Needs Assessment 4. Career opportunities 5. Alignment and needs 6. Career	Interval	Jayasri and Annisa (2023)
Workload	1. Unable to complete the amount of work charged, 2. In a hurry in completing an employee, 3. The assignment is not in line with expectations, 4. Feeling depressed about his responsibilities towards work	Interval	Moore (2000), Ahuja (2017), dan Chawla (2023)
<i>Turnover Intention</i>	1. Thoughts of getting out 2. The desire to search for vacancies 3. Desire to leave the company	Interval	Dewi dan Iqbal (2023)
<i>Job Satisfaction</i>	1. Content of work 2. Supervisi 3. Organizational and Management Circumstances	Interval	Marcella and Ie (2023)

### 2.2. Data Analysis Techniques

The Partial Least Squares (PLS) method was utilized to analyze data in this study. PLS is a Structural Equation Modeling (SEM) equation model that is based on components or variants. PLS-SEM analysis typically consists of two sub-models: the measurement model, also known as the outer model, and the structural model, also known as the inner model (Andreas Wijaya, 2019). The measurement model demonstrates how the apparent or observed variable represents the latent variable to be assessed. The structural model, on the other hand, demonstrates the strength of estimates between latent variables and constructs (Ghozali & Latan, 2018).

### 3. Result

The acquired data for this study was processed using Path Analysis with Smart PLS 4 software. The path analysis technique was used twice in this study, once for regression of workload and

compensation to job satisfaction and once for regression of workload, compensation, and job satisfaction to turnover intention. The outcomes of the tests are as follows:

Table 3: Results of Hypothesis Analysis

Variable	Result	Information	Mediation
Career Development On Turnover Intention	$\beta = -0,086$ t- Statistics = 1,387 P Value = 0,046	Negative No Significant	
Career Development On Job Satisfaction	$\beta = 0,652$ t-Statistics= 11,122 P Value = 0,000	Significant Positive	
Workload on Turnover Intention	$\beta = 0,603$ T Statistics = 8,699 P Value = 0,000	Significant Positive	
Workload On Job Satisfaction	$\beta = -0,217$ t-Statistics = 4,127 P Value = 0,017	Significant Negative	
Job Satisfaction On Turnover Intention	$\beta = -0,103$ t-Statistics = 1,267 P Value = 0,205	Negative No Significant	
Career Development On Job Satisfaction On Turnover Intention	$\beta = 0,036$ t-Statistics = 0,656 P Value = 0,091	positive Significant	Full Mediation
Workload on Job Satisfaction On Turnover Intention	$\beta = -0,162$ t-Statistics = 2,156 P Value = 0,031	Significant Negative	Partial Mediation

Table 3 displays the overall findings of the hypothesis analysis performed on Smart PLS 4.

With a value of  $= -0.086$ , t- Statistics = 1.387, and P Value = 0.046, the Career Development variable is significant to the variable turnover intention; the P value obtained is less than the free degree of 0.05, indicating that Career Development is significant to the variable turnover intention. With a value of  $= 0.652$ , t- Statistics = 11.122, and P Value = 0.000, the P value obtained is less than the free degree of 0.05, implying that Career Development is significant to Job Satisfaction. The Workload variable is significant to the Turnover Intention variable with a value of  $= 0.603$ , t-Statistics = 8.699, P Value = 0.000, which is less than the free degree of 0.05, indicating that the Workload variable is significant to the Turnover Intention variable. With a value of  $= -0.217$ , t-Statistics = 4.127, and P Value = 0.017, the P value obtained is less than the free degree of 0.05, indicating that it is a Significant Workload Variable to Job Satisfaction. With a value of  $= -0.103$ , t-Statistics = 1.267, and P Value = 0.205, the P value obtained is greater than the free degree of 0.05, indicating that Job Satisfaction is not significant to the Turnover Intention variable. The Career

Development variable is significant to the Job Satisfaction variable due to the Turnover Intention variable as an intervening variable with a value of  $\beta = 0.036$ ,  $t$ -Statistics = 0.656, P Value = 0.091, the P value obtained is greater than the free degree of 0.05, so Career Development is significant to the Job Satisfaction variable by means of the Turnover Intention variable as an intervening variable. With a value of  $\beta = -0.162$ ,  $t$ -Statistics = 2.156, P Value = 0.031, the P value obtained is less than the free degree of 0.05, implying that the Workload variable is significant to the Job Satisfaction variable through the Turnover Intention variable.

#### **4. Discussion**

In the Career Development variable, the p-value is 0.015, which is less than 0.05. These findings show that Career Development has a negative and significant impact on employee turnover intention in Jakarta startup enterprises. This finding is consistent with the findings of Sismawati and Lataruva (2019), Dewi and Nurhayati (2021), Kasdorf and Kayaalp (2020), and Dewi and Iqbal (2023).

Furthermore, the P-value value for the Career Development variable on job satisfaction is 0.000, indicating that Career Development has a positive and significant influence on employee job satisfaction in Jakarta startup enterprises. The findings of this study support those of Ekayadi (2009) and Nugroho and Kunartinah (2012), who found that career advancement had a favorable influence on job satisfaction.

The workload variable compared to turnover intention has a p-value of 0.000. These findings demonstrate that workload has a positive and significant influence on employee turnover intention in Jakarta startup enterprises. Workload is a collection of activities that demand mental processes or talents that must be done within a specific time frame, both physically and psychologically. Every load on the quantity of work received by a person must be acceptable and balanced in relation to the human being who receives the burden's physical capabilities, cognitive ability, and limitations. If employees are given an excessive task, they will become fatigued and worried, which may lead to them considering leaving the organization. High workload can be caused by supervisors putting pressure on staff to accomplish duties as soon as possible. This will depress employees and induce discomfort, increasing their desire to leave the company and pursue a better career than what is currently available. Furthermore, turnover intention is triggered because the amount of work exceeds the limit and must be performed within a specific time frame. This can deplete employees since they are asked to complete their duties as soon as possible in order to lessen their physical state, which has an impact on the formation of the intention to leave the company. Furthermore, long working hours bore employees because they have to wait and accomplish the work at hand; this frustrates employees and encourages them to hunt for positions with reasonable working hours and workloads that are in accordance with their capabilities.

The study's findings support the preliminary results of Ni Luh Tesi Riani (2017), who indicated that high workload has a beneficial impact on turnover intention. This suggests that the higher the employee's burden, the greater the employee's desire to leave the organization. The findings of this study support those of Hakim et al., (2018), Izzah et al., (2021), Fitriani and Lo (2020), and Ni Luh Tesi Riani (2017), who indicated that excessive workload had a beneficial impact on

turnover intention. This suggests that the higher the employee's burden in, the greater the employee's desire to leave the company.

The workload variable on job satisfaction thus has a p-value of 0.010, which is less than 0.05. These findings show that workload has a negative and considerable impact on employee job satisfaction in Jakarta startup business entities. Job satisfaction can be generated by the comfort felt by employees, who are more disciplined and responsible in carrying out every task assigned to them. However, the amount of work carried out by employees will diminish their degree of pleasure. This illustrates that Workload will take a lot of time because employees have to complete many tasks that are immediately completed, so it makes employees depressed, which causes discomfort in carrying out each job, so it can reduce enthusiasm at work, which has a direct impact on work hampering and decreased ability Physical employees, so the lower the level of satisfaction with a job. Employees will feel more at ease in their workplace, and interactions between colleagues and people will be possible. The findings of this study are reinforced by research conducted by Mahendrawan and Ayu (2015), Yo and Ida (2015), which exposes that workload has a negative and significant effect on job satisfaction. This indicates that the more work the employee must complete, the less satisfied they have become with their work.

The p-value for the job satisfaction variable compared to turnover intention is 0.205, which is greater than 0.05. These findings show that job satisfaction has a negative and minor influence on employee turnover intention in Jakarta startup companies. The findings of this study parallel with those of (Andini, 2006), Robbins (2019), and Ibrahim (2016). Researchers' efforts to prove the negative influence aspire to explain the reason why the better job satisfaction, the lower the intention to depart the company. It can be stated that the influence of Job Satisfaction on Turnover Intention is the difference between high and low levels of employee Job Satisfaction that is thought to affect employees' willingness to leave their positions. Job Satisfaction leads to a lesser intention to leave.

The p-value of the career advancement variable on turnover intention through job satisfaction is 0.091. This finding demonstrates that career development has a favorable but minor impact on turnover intention in Jakarta startup enterprises via job satisfaction. This finding is consistent with Dewi and Iqbal's (2023), Jayasri and Annisa's (2023), Kasdorf and Kayaalp's (2020), and Fitriani and Lo's (2020) research. In evaluating this hypothesis, it is also possible to conclude that the career development hypothesis has no effect on turnover intention, hence the hypothesis is rejected.

Furthermore, the workload variable on turnover intention through job satisfaction has a path coefficient value of 0.031. This finding demonstrates that workload has a positive and significant influence on turnover intention through employee job satisfaction in Jakarta startup companies. The findings show that workload can effectively increase turnover intention through employee satisfaction. High workload from many activities that must be finished promptly and lengthy working hours will have a direct influence on making employees weary, resulting in employee discomfort, which makes employees insecure and has an impact on diminishing employee job satisfaction. Employees will therefore seek a better job since they are dissatisfied with their existing position. Employee satisfaction will suffer as a result of increased workload, making employees uncomfortable and bored, and increasing employee desire to leave the workplace or

company. This study's findings are consistent with the findings of Izzah et al., (2021), and Dewi and Iqbal (2023).

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