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The Influence Of Workload And Job Insecurity On Turnover Intention, With Compensation As A Moderating Variable, Among Employees At Independent Medical Practices In Kotamobagu City

Ni Nyoman Triana Kustiyani[1], Arifin[2], Rosmina Hiola[3], Darnawati[4]

[1]Master of Management Program, Graduate Program, Universitas Ichsan Gorontalo, Indonesia

[2,3,4]Universitas Ichsan Gorontalo, Indonesia

Corresponding author: arifin.unisan@gmail.com

Abstract

This study aims to analyze the influence of workload and job insecurity on turnover intention, with compensation serving as a moderating variable, among employees at independent medical practices in Kotamobagu City. The study was motivated by the importance of human resource management in maintaining continuity of healthcare services, particularly through the management of workload, job insecurity, and adequate compensation. A quantitative approach was employed with 41 respondents. Data were collected through questionnaires and analyzed using Partial Least Squares Structural Equation Modeling (PLS-SEM). Hypothesis testing was conducted using bootstrapping at a 5% significance level. The results show that workload has a positive and significant effect on turnover intention ($\beta = 0.509$; $t = 5.875$; $p < 0.001$). Job insecurity also has a positive and significant effect on turnover intention ($\beta = 0.389$; $t = 3.791$; $p < 0.001$). In contrast, compensation has a negative and significant direct effect on turnover intention ($\beta = -0.337$; $t = 2.543$; $p = 0.011$). However, compensation does not significantly moderate the effect of workload on turnover intention ($\beta = -0.144$; $t = 1.078$; $p = 0.281$), nor the effect of job insecurity on turnover intention ($\beta = -0.296$; $t = 1.843$; $p = 0.065$). The structural model explains 77.3% of the variance in turnover intention ($R^2 = 0.773$; adjusted $R^2 = 0.740$). These findings indicate that workload and job insecurity are important predictors of turnover intention, while compensation is more evident as a direct predictor than as a statistical moderator. From the perspective of Job Demands–Resources Theory, employee retention should therefore address the balance between job demands and available resources rather than relying on compensation alone.

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Keywords: Workload; Job Insecurity; Compensation; Turnover Intention; Job Demands–Resources Theory

INTRODUCTION

Turnover intention is an important issue in human resource management because organizational continuity depends on the ability to retain employees who possess knowledge, experience, and skills required by the organization. Employee turnover may disrupt organizational stability and increase recruitment and replacement costs. Recent studies have also positioned turnover intention as a recurring organizational problem that can interfere with work processes and employee retention. Therefore, turnover intention should not be viewed solely as an individual decision to leave, but also as an indication of conditions in the employment relationship that require managerial attention.

Turnover intention is generally preceded by employees' consideration, planning, or search for alternative employment. In this context, organizations need to recognize the early signs of an intention to leave before actual turnover occurs. The issue is particularly important when the loss of experienced employees creates additional work for those who remain. Thus, understanding the determinants of turnover intention is strategically important for organizations seeking to maintain service continuity.

One factor that may contribute to turnover intention is workload. Workload becomes problematic when the volume, difficulty, time pressure, or cognitive demands of work are perceived as disproportionate to the employee's available capacity and resources. Previous studies have reported that excessive workload is associated with fatigue and turnover intention. Nevertheless, empirical findings are not fully consistent, with some studies finding that workload does not directly explain turnover intention in certain organizational contexts. This inconsistency indicates that the effect of workload may depend on job characteristics and organizational conditions.

Another relevant factor is job insecurity, namely employees' perceptions that the continuity, stability, or valued aspects of their employment are uncertain. Job insecurity may be particularly relevant in employment settings characterized by temporary arrangements, changing schedules, or uncertainty regarding organizational needs. Prior research has found both significant and non-significant relationships between job insecurity and turnover intention, suggesting the importance of examining contextual factors.

Compensation is also relevant because employees evaluate whether the rewards they receive are commensurate with the work demands and risks they face. In the Job Demands–

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Resources (JD-R) perspective, compensation can be viewed as a job resource that potentially helps employees cope with demanding work conditions. A reasonable compensation system may reduce the attractiveness of alternative employment, whereas inadequate compensation may strengthen employees' evaluation that the employment relationship is unfavorable. This provides a theoretical basis for examining compensation not only as a direct predictor but also as a potential moderator.

These issues are relevant to employees at independent medical practices in Kotamobagu City. Independent medical practices are healthcare service settings in which service continuity depends on the availability and reliability of supporting employees. Employees may perform administrative and service-support tasks requiring accuracy, speed, responsiveness, and direct interaction with patients. The continuity of practice activities can therefore be affected when employees experience high workload, uncertainty about their employment, or dissatisfaction with compensation.

The local healthcare context also gives the problem practical significance. Independent medical practices in Kotamobagu are subject to supervision and monitoring by the local health authority, including attention to service quality, patient rights, governance, and human resources. When supporting employees leave or develop an intention to leave, practice managers may need to redistribute duties, recruit replacements, and maintain service continuity. The combination of workload and job insecurity may therefore become more consequential when compensation is perceived as insufficient.

Despite growing research on workload, job insecurity, compensation, and turnover intention, empirical findings regarding their relationships remain mixed, particularly concerning the moderating role of compensation. Most studies examine direct effects or use mediating variables such as job satisfaction, while fewer examine compensation as a moderator in a small-scale healthcare service setting. This study addresses that gap by examining whether compensation changes the strength of the relationships between workload and turnover intention and between job insecurity and turnover intention among employees of independent medical practices in Kotamobagu City.

Based on this background, the study examines five relationships: (1) workload and turnover intention; (2) job insecurity and turnover intention; (3) compensation and turnover intention; (4) the moderating role of compensation in the relationship between workload and turnover intention; and (5) the moderating role of compensation in the relationship between job insecurity and turnover intention.

THEORETICAL REVIEW

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JOB DEMANDS–RESOURCES THEORY

Job Demands–Resources (JD-R) Theory explains employee outcomes through the interaction between two broad categories of job characteristics: job demands and job resources. Job demands are aspects of work that require sustained physical or psychological effort, whereas job resources help employees achieve work goals, reduce job demands, and support development. The theory is therefore suitable for explaining turnover intention when employees experience demanding work conditions without sufficient resources.

In this study, workload and job insecurity are positioned as job demands because they represent sources of physical, cognitive, and psychological pressure. Workload may require sustained effort, concentration, and time, while job insecurity may consume psychological resources because employees must cope with uncertainty regarding employment continuity. When these demands remain high and are not balanced by adequate resources, employees may experience strain and become more likely to consider leaving.

Compensation is positioned as a job resource. Compensation provides an economic reward for employees' contributions and may also communicate organizational recognition and fairness. As a resource, compensation can potentially buffer the negative consequences of job demands. This theoretical logic supports the expectation that compensation may weaken the relationship between workload or job insecurity and turnover intention.

However, the buffering function of a resource is conceptually distinct from its direct effect. Compensation may directly reduce turnover intention without necessarily changing the strength of the relationship between a specific job demand and turnover intention. This distinction is important in interpreting the moderating results of the present study.

WORKLOAD AND TURNOVER INTENTION

Workload refers to the amount and characteristics of work that employees must complete within a given period, including volume, difficulty, time pressure, and effort requirements. In the JD-R framework, workload represents a job demand. When workload becomes excessive and continues without sufficient resources, employees may experience fatigue and psychological strain, which can contribute to turnover intention. Prior research has linked workload with turnover intention in a variety of organizational and healthcare contexts. Accordingly, the first hypothesis is:

H1: Workload has a positive and significant effect on turnover intention.

JOB INSECURITY AND TURNOVER INTENTION

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Job insecurity represents employees' perceived uncertainty regarding the continuity or stability of their employment. Uncertainty may encourage employees to search for alternatives because they seek greater employment stability. Previous studies have found positive relationships between job insecurity and turnover intention, including research involving healthcare workers and employees in Indonesian organizations. Therefore:

H2: Job insecurity has a positive and significant effect on turnover intention.

COMPENSATION AND TURNOVER INTENTION

Compensation includes financial and non-financial rewards received by employees in return for their contributions. Adequate compensation may strengthen the employment relationship and reduce employees' motivation to seek alternative employment. Empirical studies have reported a negative relationship between compensation and turnover intention in several contexts, although the findings are not completely uniform. The third hypothesis is:

H3: Compensation has a negative and significant effect on turnover intention.

COMPENSATION AS A MODERATOR OF WORKLOAD AND TURNOVER INTENTION

JD-R Theory suggests that job resources can buffer the adverse effects of job demands. When workload is high, employees who receive compensation perceived as adequate may perceive the exchange relationship more favorably and may be less inclined to leave. Conversely, high workload combined with inadequate compensation may intensify the imbalance between demands and resources. Thus:

H4: Compensation moderates the effect of workload on turnover intention.

COMPENSATION AS A MODERATOR OF JOB INSECURITY AND TURNOVER INTENTION

Compensation may also influence how employees respond to job insecurity. Adequate rewards can provide economic reasons to remain with an organization even when employment continuity is uncertain. Nevertheless, whether compensation actually changes the statistical strength of the job insecurity–turnover intention relationship remains an empirical question. Therefore:

H5: Compensation moderates the effect of job insecurity on turnover intention.

METHOD

RESEARCH DESIGN AND SETTING

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This study employed a quantitative explanatory design to examine the proposed relationships among workload, job insecurity, compensation, and turnover intention. The research was conducted among employees working at independent medical practices in Kotamobagu City, Indonesia.

POPULATION AND SAMPLE

The study involved 41 employees of independent medical practices. Because the number of accessible employees was limited, the study used the available population as respondents. Data were collected through a structured questionnaire using a five-point response scale.

Characteristic	Category	n	Percentage
Gender	Male	24	59%
Gender	Female	17	41%
Age	18–25 years	23	56%
Age	26–35 years	16	39%
Age	36–45 years	2	5%
Education	Senior high school	7	17%
Education	Diploma III	25	61%
Education	Bachelor's degree	9	22%
Tenure	1–5 years	38	93%
Tenure	6–10 years	3	7%

MEASUREMENT OF VARIABLES

Workload (X1), job insecurity (X2), compensation (Z), and turnover intention (Y) were measured using indicators developed in the thesis instrument. Workload was represented by five retained indicators in the final measurement model; job insecurity by seven indicators; compensation by four indicators; and turnover intention by three indicators. The turnover intention indicators were thinking about quitting, intention to search for another job, and intention to leave. Each turnover intention indicator was represented by two questionnaire items.

DATA ANALYSIS

The data were analyzed using Partial Least Squares Structural Equation Modeling (PLS-SEM). The analysis consisted of evaluation of the measurement model (outer model),

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including convergent validity, discriminant validity, and construct reliability, followed by evaluation of the structural model (inner model) using R^2 and f^2. Hypotheses were tested through bootstrapping using a two-tailed significance level of 5%. A relationship was considered statistically significant when t-statistic exceeded 1.96 and p-value was below 0.05.

RESULTS

MEASUREMENT MODEL EVALUATION

The measurement model demonstrated strong convergent validity. All retained outer loadings were above 0.70. Workload indicators ranged from 0.938 to 0.972; job insecurity indicators ranged from 0.896 to 0.945; turnover intention indicators ranged from 0.938 to 0.948; and compensation indicators ranged from 0.940 to 0.946. These results indicate that the indicators strongly represent their respective constructs.

Construct	Loading Range	Cronbach's Alpha	Composite Reliability	AVE
Workload	0.938–0.972	0.973	0.979	0.902
Job Insecurity	0.896–0.945	0.971	0.975	0.850
Compensation	0.940–0.946	0.958	0.970	0.889
Turnover Intention	0.938–0.948	0.940	0.961	0.892

Discriminant validity was also supported by the Fornell–Larcker criterion. The square root of AVE for each construct exceeded its correlations with the other constructs. The values were 0.950 for workload, 0.922 for job insecurity, 0.943 for compensation, and 0.944 for turnover intention. Construct reliability was high, with Cronbach's alpha and composite reliability values well above the 0.70 threshold.

The model fit summary reported an estimated-model SRMR of 0.059. The study retained the measurement model because the indicators satisfied the validity and reliability criteria used in the analysis.

STRUCTURAL MODEL

Relationship	β	t-statistic	p-value	Decision

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Workload → Turnover Intention	0.509	5.875	<0.001	H1 Supported
Job Insecurity → Turnover Intention	0.389	3.791	<0.001	H2 Supported
Compensation → Turnover Intention	-0.337	2.543	0.011	H3 Supported
Compensation × Workload → Turnover Intention	-0.144	1.078	0.281	H4 Not supported
Compensation × Job Insecurity → Turnover Intention	-0.296	1.843	0.065	H5 Not supported

The coefficient of determination for turnover intention was $R^2 = 0.773$, with adjusted $R^2 = 0.740$. Thus, the predictors included in the structural model explain 77.3% of the variance in turnover intention, while 22.7% remains attributable to factors outside the model. The direct relationships also showed substantial effect sizes: $f^2 = 0.941$ for workload, $f^2 = 0.510$ for job insecurity, and $f^2 = 0.368$ for compensation. The interaction between compensation and workload had a small effect size ($f^2 = 0.061$), while the interaction between compensation and job insecurity had a moderate effect size ($f^2 = 0.254$). Importantly, effect size alone does not establish statistical moderation; moderation decisions are based on the significance of the interaction coefficients.

DISCUSSION

WORKLOAD AND TURNOVER INTENTION

The findings support H1: workload has a positive and significant effect on turnover intention. The path coefficient of 0.509 and t-statistic of 5.875 indicate a strong positive association in the estimated model. In practical terms, employees who perceive higher workload tend to report stronger intentions to leave their current workplace.

This finding is consistent with the JD-R framework, in which workload is a job demand that consumes employees' physical and psychological energy. When demands remain high, employees may experience fatigue and reassess the sustainability of their employment. The result is also consistent with studies cited in the thesis, including research linking workload with turnover intention among employees and healthcare workers. The large f^2 value (0.941) further indicates that workload makes a substantial contribution to explaining turnover intention in this sample.

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For independent medical practices, the finding is understandable because employees may need to manage registration, administrative records, patient communication, preparation of service needs, and other supporting activities. When the number of employees is limited, work that should be distributed among several people may be concentrated among fewer employees. Human resource planning should therefore consider workload distribution rather than focusing only on compensation.

JOB INSECURITY AND TURNOVER INTENTION

H2 is supported. Job insecurity has a positive and significant effect on turnover intention ($\beta = 0.389$; $t = 3.791$; $p < 0.001$). The result indicates that employees who perceive greater uncertainty about the continuity or stability of their employment are more likely to consider leaving.

The finding is compatible with the psychological logic of job insecurity: uncertainty about employment continuity can encourage employees to seek alternative employment that provides greater security. It also supports earlier studies cited in the thesis showing that job insecurity can be positively associated with turnover intention. The f^2 value of 0.510 indicates a large substantive contribution of job insecurity to the explanation of turnover intention.

For independent medical practices, job insecurity may be related to the characteristics of individually owned practices, changing staffing requirements, work schedules, and uncertainty regarding the continuation of employment. Managers should therefore improve communication concerning employment expectations, roles, schedules, and employment continuity where possible.

COMPENSATION AND TURNOVER INTENTION

H3 is supported. Compensation has a negative and significant direct effect on turnover intention ($\beta = -0.337$; $t = 2.543$; $p = 0.011$). This means that higher perceived compensation is associated with lower turnover intention, assuming that higher questionnaire scores represent more favorable compensation.

The result is consistent with the view of compensation as a job resource in JD-R Theory. Compensation can represent not only an economic reward but also an organizational signal that employee contributions are recognized. The finding is also consistent with several studies cited in the thesis that reported negative relationships between compensation and turnover intention, although the broader literature remains mixed.

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The direct effect should be distinguished from the moderation results. The evidence shows that compensation is important in its own right as a predictor of turnover intention, but this does not automatically mean that compensation changes the strength of the workload or job insecurity relationships.

COMPENSATION AS A MODERATOR OF WORKLOAD AND TURNOVER INTENTION

H4 is not supported. The interaction between compensation and workload is negative (β = -0.144), but it is statistically non-significant (t = 1.078; p = 0.281). Therefore, the study does not provide sufficient statistical evidence that compensation changes the strength of the relationship between workload and turnover intention.

The negative direction is theoretically consistent with a buffering interpretation, but the non-significant interaction means that the direction cannot be interpreted as a confirmed moderation effect. The small interaction effect size (f^2 = 0.061) also indicates that the additional explanatory contribution of the interaction is limited.

One possible interpretation, within the boundaries of the observed data, is that compensation may reduce turnover intention directly without being sufficient to alter employees' response to workload. When workload is perceived as persistently excessive, employees may still consider leaving even when compensation is relatively favorable. This finding emphasizes the importance of workload management, staffing adequacy, role clarity, and work scheduling alongside compensation policies.

COMPENSATION AS A MODERATOR OF JOB INSECURITY AND TURNOVER INTENTION

H5 is not supported. The interaction between compensation and job insecurity is negative (β = -0.296), but the p-value of 0.065 is above the 5% significance threshold and the t-statistic of 1.843 is below 1.96. Therefore, compensation is not statistically demonstrated to moderate the relationship between job insecurity and turnover intention in this study.

The interaction has a moderate f^2 value (0.254), but effect size should not be confused with statistical significance. The result indicates that the interaction contributes to the model, but the evidence is insufficient to conclude that compensation systematically changes the strength of the job insecurity–turnover intention relationship at the 5% level.

The finding suggests that compensation may be more appropriately understood as a direct retention factor in this setting than as a buffer that changes the impact of employment uncertainty. Reducing turnover intention may therefore require direct attention to employment communication, role clarity, work scheduling, and perceptions of employment continuity in addition to compensation.

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CONCLUSION

The study concludes that workload has a positive and significant effect on turnover intention among employees at independent medical practices in Kotamobagu City. Higher perceived workload is associated with stronger intention to leave. Job insecurity also has a positive and significant effect on turnover intention. Employees who experience greater uncertainty regarding employment continuity tend to show stronger turnover intention.

Compensation has a negative and significant direct effect on turnover intention. More favorable compensation is associated with lower turnover intention. Compensation does not significantly moderate the relationship between workload and turnover intention. Likewise, compensation does not significantly moderate the relationship between job insecurity and turnover intention at the 5% significance level. Overall, the structural model explains a substantial proportion of turnover intention (R^2 = 0.773). The findings support the relevance of JD-R Theory by showing the importance of balancing job demands and job resources. However, the results indicate that compensation functions more clearly as a direct predictor than as a statistical moderator in this research setting.

RECOMMENDATIONS

Independent medical practice managers should evaluate workload distribution regularly, especially during periods of high patient demand, and ensure that administrative and service-support duties are allocated proportionately. Managers should strengthen communication regarding employment expectations, work schedules, responsibilities, and employment continuity to reduce unnecessary uncertainty among employees. Compensation policies should be reviewed to ensure that rewards are perceived as appropriate to responsibilities and work demands. Compensation should be accompanied by improvements in non-financial job resources.

Because compensation did not significantly moderate either relationship, retention strategies should not rely on compensation alone. Workload management, role clarity, communication, supportive supervision, and employment stability should be addressed simultaneously. The local health authority and practice managers may use the findings as input for human resource development and monitoring of independent medical practices, particularly in relation to continuity of supporting staff and service quality.

LIMITATIONS AND SUGGESTIONS FOR FURTHER STUDY

This study has several limitations. First, it was conducted in a specific local setting and involved 41 respondents, so the findings should not be generalized automatically to all

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healthcare organizations. Second, the research used cross-sectional questionnaire data, which capture perceptions at one point in time. Third, the model focused on workload, job insecurity, compensation, and turnover intention, while other potentially relevant factors such as job satisfaction, organizational commitment, work environment, work-life balance, leadership, alternative employment opportunities, and organizational support were not included.

Future studies may expand the sample across clinics, community health centers, hospitals, and other healthcare facilities. Comparative studies across cities or regions may also identify contextual differences. Longitudinal designs could further examine whether changes in workload, compensation, or job security precede changes in turnover intention. Future models may also test mediating mechanisms such as job satisfaction or organizational commitment and compare compensation moderation with other job resources.

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