

The Influence of Workload and Compensation on Employee Performance Through Turnover Intention as an Intervening Variable at PT Sarimelati Kencana Pizza Hut Delivery Pekanbaru City

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ABSTRACT

This research is motivated by the phenomenon of declining employee performance at PT Sarimelati Kencana Pizza Hut Delivery (PHD) Pekanbaru, triggered by efficiency policies reducing operational staff while maintaining high sales targets. The objective of this study is to analyze the influence of workload and compensation on employee performance, both directly and indirectly, through turnover intention as a mediating variable. The research adopts a quantitative approach using a census technique on a population of 62 employees, with 50 respondents deemed valid after a data screening process. The subject characteristics were dominated by male employees (56%) within the productive age group of 18–27 years (60%). Data were collected via Likert-scale questionnaires and analyzed using Structural Equation Modeling-Partial Least Square (SEM-PLS) through SmartPLS 4.0 software. The results indicate that workload has a significant positive effect on turnover intention (0.492) and a negative effect on performance (-0.221). Conversely, compensation has a significant negative effect on turnover intention (-0.360) and a positive effect on performance (0.374). Turnover intention significantly mediates the relationship between workload and compensation on employee performance. The study concludes that balancing workload and providing fair compensation according to regional standards are essential to mitigate turnover intention and optimize delivery service productivity.

Keywords: *Compensation; employee performance; turnover intention; workload*

INTRODUCTION

Human resources are strategic assets that determine an organization's success in achieving competitive goals. Employees act as the main drivers, making optimal performance a fundamental requirement for any organization to survive business competition. Performance is not merely about productivity numbers but also reflects behavior, discipline, and commitment in carrying out roles. In the fast-food industry, specifically delivery services like PT Sarimelati Kencana Pizza Hut Delivery (PHD), performance is measured by order completion, service speed, and product quality. However, PHD Pekanbaru has faced a consistent decline in performance scores, dropping from 67.3 in 2022 to 63.4 in 2024. This decline is identified across quality,

quantity, timeliness, and responsibility indicators, signaling an internal issue that needs urgent investigation.

The primary catalyst for this performance decline is the company's efficiency policy, which reduced personnel from 78 in 2022 to 62 in 2024. Despite the reduction in staff, management maintained a high sales target of Rp320 million per month per outlet, or approximately Rp1.6 billion for all five branches in Pekanbaru. This creates a massive imbalance between available human resources and the workload, forcing employees to work 1–3 hours of additional overtime beyond their regular shifts to meet delivery demands. Theoretically, this phenomenon is explained by the Job Demands-Resources (JD-R) Model. The model posits that high job demands (e.g., high sales targets and lean staffing) without adequate job resources (e.g., sufficient personnel and support) lead to burnout and stress, which ultimately diminishes performance and triggers the intention to leave.

Beyond workload, compensation is a critical factor influencing employee behavior and motivation. Equity Theory suggests that employees compare their job inputs (effort, time, and skills) with the outcomes or rewards they receive. In the context of PHD Pekanbaru, a significant gap exists between the high operational demands and the compensation provided. Operational wages for cashiers and delivery drivers range from Rp2.2 million to Rp2.5 million, which is substantially below the 2026 Pekanbaru Minimum Wage (UMK) of Rp3,998,000. Such financial discrepancy leads to perceptions of injustice, lowering organizational commitment and increasing the desire to seek better-paying opportunities elsewhere.

The rising intention to quit, known as turnover intention, acts as a critical mediator between these internal stressors and performance outcomes. According to the Theory of Planned Behavior, an individual's intention is the most immediate predictor of their actual behavior. When employees develop a high intention to leave, their emotional attachment and focus on the job dissipate, leading to a "domino effect" where quality and responsibility towards work results are sacrificed. Previous studies have shown inconsistent results regarding the effect of workload on performance, particularly in the service sector compared to manufacturing. Furthermore, research focusing specifically on the fast-food delivery industry remains limited.

This study aims to fill this gap by analyzing the direct and indirect effects of workload and compensation on employee performance through turnover intention at PT Sarimelati Kencana PHD Pekanbaru. The findings are expected to contribute theoretically to the development of the JD-R model in the retail sector and provide practical recommendations for management to stabilize performance through proportional task distribution and fair remuneration. Based on the framework above, this study proposes seven hypotheses: (H1) workload significantly affects turnover intention; (H2) compensation significantly affects turnover intention; (H3) workload significantly affects performance; (H4) compensation significantly affects performance; (H5) turnover intention significantly affects performance; (H6) turnover intention

mediates the effect of workload on performance; and (H7) turnover intention mediates the effect of compensation on performance

METHOD

This research utilizes a quantitative approach conducted at five PHD outlets in Pekanbaru. The variables include workload (X1) and compensation (X2) as independent variables, employee performance (Y) as the dependent variable, and turnover intention (Z) as the mediator. The population consists of 62 employees, and the sampling technique uses a census method (saturated sampling). After data screening, 12 questionnaires were eliminated due to unengaged responses, leaving 50 valid respondents for analysis.

Data collection involved 1–5 Likert-scale questionnaires. Instrument quality was ensured through a pilot test of 30 respondents, confirming convergent validity (loading factors > 0.70) and high reliability (Composite Reliability > 0.70). Data analysis was performed using SEM-PLS with SmartPLS 4.0 software. The analysis process involved evaluating the outer model (measurement model) for validity and reliability, and the inner model (structural model) to test research hypotheses through bootstrapping procedures.

FINDINGS AND DISCUSSION

The results of the descriptive analysis reveal that the majority of respondents at Pizza Hut Delivery (PHD) Pekanbaru are male (56%), predominantly within the productive age range of 18–27 years (60%). This demographic profile indicates a reliance on young labor to meet the high physical and mobility demands of the delivery service industry. Furthermore, descriptive statistics show that the average score for workload is high (3.95), while compensation is perceived as unsatisfactory (2.60). These conditions correlate with a high level of turnover intention among employees, which reached an average score of 3.91.

Before testing the hypotheses, the measurement model (outer model) was evaluated. All indicators demonstrated loading factors exceeding 0.70, and each construct met the criteria for reliability with Composite Reliability and Cronbach's Alpha values above 0.70. Following the validation of the measurement model, the structural model (inner model) was analyzed using the bootstrapping procedure to test the direct relationships between variables, as presented in the following table:

Table 1. Result of Direct Effect

Variabel	Original Sample (O)	T Statistics (O/STDEV)	P Values	Explanation
Workload (X1) -> Turnover Intention (Z)	0,492	5.200	0,000	Significant
Compensation (X2) -> Turnover Intention (Z)	-0,360	3.310	0,001	Significant

Workload (X1) ->				
Employee Performance (Y)	-0,221	2.545	0,009	Significant
Compensation (X2) ->				
Employee Performance (Y)	0,374	2.552	0,010	Significant
<i>Turnover Intention (Y) -></i>				
Employee Performance (Z)	-0,386	3.142	0,001	Significant

Source: SmartPLS 4.0 Processed Data (2026)

The results in Table 1 confirm that workload has a significant positive effect on turnover intention (0.492). This finding aligns with the Job Demands-Resources (JD-R) Model, which suggests that excessive job demands, such as staff reductions and high sales targets, trigger stress and the desire to quit. This is consistent with research by Putri and Rahyuda (2019), who found that workload significantly increases turnover intention. Conversely, compensation has a significant negative effect on turnover intention (-0.360), indicating that improved rewards effectively reduce the intention to leave. This supports Equity Theory, as employees perceive their efforts as being unfairly rewarded when wages fall below the regional minimum (UMK), leading to dissatisfaction.

The analysis also proves that turnover intention has a significant negative impact on employee performance (-0.386). This psychological withdrawal causes employees to lose focus and commitment, resulting in lower service quality and responsibility.

To further understand these dynamics, the mediating role of turnover intention was tested, with the results detailed below:

Table 2. Result of Indirect Effect

Variabel	Original Sample (O)	T Statistics (O/STDEV)	P Values	Explanation
Workload (X1) ->				
<i>Turnover Intention (Z) -></i> Employee Performance (Y)	-0,190	2.568	0,010	Significant
Compensation (X2) ->				
<i>Turnover Intention (Z) -></i> Employee Performance (Y)	0,139	2.202	0,028	Significant

Source: SmartPLS 4.0 Processed Data (2026).

As shown in Table 2, turnover intention successfully mediates the effects of both workload and compensation on employee performance. This confirms a "domino effect" where operational pressure and perceived financial injustice create frustration, which manifests as an intention to leave, ultimately causing a systemic decline in productivity

and attention to detail. These findings contrast with some previous studies in manufacturing sectors but are highly relevant to the fast-paced delivery industry.

A limitation of this study is its exclusive focus on five outlets within a single company in Pekanbaru, which may limit the generalizability of the findings to other industries. Future research should consider incorporating moderating variables, such as social support or leadership styles, to explore ways to mitigate the negative impact of workload. Management is advised to restructure task distribution to ensure it is proportional and to review compensation schemes to align more closely with local economic standards to preserve organizational stability.

CONCLUSION

This research concludes that employee performance at PT Sarimelati Kencana PHD Pekanbaru is fundamentally determined by the balance between operational demands and organizational rewards. The study identifies that the persistent decline in performance is a direct consequence of excessive workloads driven by personnel reductions and a compensation system that fails to meet regional economic standards. Importantly, turnover intention serves as a critical psychological mediator that transforms these operational pressures into a systemic withdrawal from work quality and responsibility. Theoretically, these findings contribute to the advancement of the Job Demands-Resources (JD-R) model and Equity Theory within the fast-food delivery sector by illustrating how psychological withdrawal acts as a conduit for performance degradation. Practically, the implications highlight that organizational productivity and service excellence are inextricably linked to employee psychological stability. Management must recognize that setting high sales targets without ensuring proportional task distribution and competitive remuneration triggers a "domino effect" of dissatisfaction that ultimately compromises standard operating procedures and service quality.

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