

ABSTRACT

The high dynamics and operational demands in the logistics industry have the potential to trigger a high rate of employee turnover. This study aims to examine and analyze the effect of compensation and workload on turnover intention through job satisfaction as a mediating variable among employees of J&T Cargo in the Tangerang City area. This study uses a quantitative approach with an explanatory research design. The research sample consisted of 120 respondents selected using a purposive sampling technique from the population of operational employees. Primary data were collected through the distribution of Likert-scale questionnaires and analyzed using the Partial Least Squares - Structural Equation Modeling (PLS-SEM) method with the help of SmartPLS version 4 software.

The results showed that compensation does not have a significant direct effect on turnover intention, while workload has a positive and significant effect on turnover intention. Job satisfaction was proven to have a negative and significant effect in reducing turnover intention. In addition, compensation has a positive and significant effect on job satisfaction, while workload has a negative and significant effect on job satisfaction. The mediation test results proved that job satisfaction is able to fully mediate (full mediation) the effect of compensation on turnover intention, and partially mediate (partial mediation) the effect of workload on turnover intention. These findings confirm that job satisfaction is a central psychological mechanism that bridges the effectiveness of compensation and workload management in an effort to suppress employees' intention to leave the company.

Keyword: *Compensation, Workload, Job Satisfaction, Turnover Intention, PLS-SEM*