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Why Do Employees Leave? Evidence from Islamic Work Ethics, Organizational Behavior, and Workload in an Indonesian Plantation Company

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Abstract. This study analyzes the determinants of employee turnover intention by examining Islamic work ethics, organizational citizenship behavior (OCB), and workload, with job satisfaction as a mediating variable, in an Indonesian plantation company. Using a quantitative approach, data were collected from 87 employees of UP Tambi PT Perkebunan Tambi through structured questionnaires and analyzed using multiple regression and path analysis. The results show that OCB has a positive and significant effect on turnover intention, while workload and Islamic work ethics have negative but insignificant effects. Regarding job satisfaction, only workload shows a significant positive effect, whereas OCB and Islamic work ethics are insignificant. Furthermore, job satisfaction significantly and negatively affects turnover intention. The mediation test confirms that job satisfaction mediates the relationship between workload and turnover intention, but does not mediate the effects of OCB and Islamic work ethics. These findings emphasize the importance of managing workload and job satisfaction to reduce employee turnover intention in Islamic-based organizations.

Keywords: Workload, Organizational Citizenship Behavior, Islamic Work Ethic, Turnover Intention, Job Satisfaction.

1 Introduction

Human resources are the most important part of a company, because people play a major role in determining the level of success in achieving the company's goals. Without good human resources, a business cannot run effectively. Fostering a sense of togetherness among employees is currently a challenge. Companies need to do more to retain the quality of workers they already have and to train and align their workforce to work towards the same goals within the organization.

Academics and practitioners in Indonesia are well aware of this turnover intention phenomenon. Every year, around 10-12 percent of employees turnover. The large number of new businesses being established provides employees with the opportunity to try their luck elsewhere. The high turnover intention rate in a company is also influenced by the growth of franchises and the internet.

An unavoidable problem is the high turnover intention of employees, which must be addressed because it can affect the condition of the company. Nardiana (2014) states that one of the negative aspects of an organization is turnover intention. With turnover intention, it can be said that the organization is unable to control individual performance, as it can lead to instability and uncertainty regarding the current workforce situation, as well as high human resource management costs, including employee training costs and recruitment and retraining costs (Novita & Margaretha, 2011).

Turnover intention can be caused by workloads resulting from the demands placed on workers when they receive mandates, orders, or assignments that will produce a certain form and level of performance. The workload received can be physical, such as exposure to temperature, noise, lighting, and other environmental factors that affect the worker's metabolism, ranging from heart rate, oxygen consumption, body temperature, stress, and other factors that seem more apparent and are related to occupational safety and health. If the workload is too high, it can be detrimental to both the company and the employee. If the employee's abilities do not match the demands of the job, the company will need additional time for the employee to complete their work according to the deadline or as determined by their supervisor. Therefore, companies must take steps and approaches to understand what their employees need in order to minimize high turnover rates.

Organizational citizenship behavior (OCB) exhibited by employees also contributes to influencing employee turnover intention, the progress and sustainability of the company because OCB can increase the effectiveness of the company, namely, having good teamwork skills such as helping others without being asked, having a strong character to maintain performance in the team, having moral and psychological balance to achieve the desired

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goals without harming any party, having a desire to contribute to achieving the goals of the work team, and caring about the development of the company. These criteria are generally possessed by employees who have OCB. Thus, it is evident that OCB plays an important role in employee turnover intention. The existence of OCB is expected to help reduce turnover intention in companies by paying more attention to employee behavior related to OCB.

Islamic work ethics are one of the causes of turnover intention. In companies or organizations, it is very important for employees to have ethics. Companies that have a work culture or work ethics based on religious values will calm the spiritual soul of employees, thereby potentially creating loyalty to the company. Islamic work ethics can create a positive work attitude, which has a beneficial effect on individual behavior in the workplace. Positive behavior in the workplace enables productive results such as perseverance, commitment, and dedication to work, as well as other work attitudes that are certainly beneficial to both individuals and organizations. By applying Islamic work ethics, employee turnover intention will decrease and create a sense of comfort in the work environment (Oriani & Violita, 2019).

Not only Islamic work ethics, companies must also be able to consider employee job satisfaction at work. Job satisfaction for employees can optimize positive reactions at work. By maintaining employee job satisfaction, companies will attract and retain quality employees, thereby increasing employee loyalty and preventing employees from leaving the company. Conversely, dissatisfied employees will have a negative attitude towards their work, which can cause various problems such as poor performance and increased employee absenteeism. Companies should be able to detect employee job dissatisfaction. Therefore, high job satisfaction can lead to a decrease in turnover intention and vice versa (Dita et al., 2021).

Based on the current situation, this study will attempt to prove the extent of the influence of workload, organizational citizenship behavior, and Islamic work ethics on turnover intention mediated by job satisfaction. Therefore, the author is interested in conducting a study entitled Workload, Organizational Citizenship Behavior, and Islamic Work Ethics on Turnover Intention Through Job Satisfaction as an Intervening Variable (A Study at UP Tambi PT Perkebunan Tambi).

2 Literature Review

2.1 Theory of Planned Behavior

The Theory of Planned Behavior (TPB) is an extension of the theory of reasoned action developed by Ajzen and Fishbein in 1975 and 1980. As with the theory of reasoned action, the key factor in this theory of planned behavior lies in a person's intention to perform a certain action. The stronger a person's intention to engage in a behavior, the greater their performance will be. The Theory of Reasoned Action has two variables that influence behavior, namely attitude toward behavior and subjective norms. In the Theory of Planned Behavior, the variables that influence behavior are further developed into three variables, namely attitude toward behavior, subjective norms, and behavioral control. Therefore, the better the attitude and subjective norms related to a behavior, and the greater the perceived behavioral control, the stronger a person's intention to perform the behavior under consideration (Ajzen, 1991).

2.2 Workload

Workload is a list of tasks that must be completed by an organizational department within a limited time frame (Novita & Kusuma, 2020). Employee workload shapes the function of the organizational structure. Employee responsibilities vary within the same organization depending on the workload received (Inegbedion et al., 2020). Workload indicators are: targets to be achieved, work conditions, and use of working time.

2.3 Organizational Citizenship Behavior

Robbins & Judge (2018) argue that OCB gives rise to optional behaviors that are not part of employees' formal job duties, but support the effective functioning of the organization. (Kuldeep & Bakhshi, 2009) say that OCB is individual behavior that contributes to organizational effectiveness and is not directly related to the organization's reward system. The indicators of organizational citizenship behavior are: altruism (concern), conscientiousness (awareness), sportsmanship (fair play), courtesy (kindness), and civic virtue (citizenship).

2.4 Islamic Work Ethics

The attitude of individuals who have a responsibility to fulfill their goals at work and consider work to be a virtue, a virtue for the benefit of humanity, and a necessity for building harmony in an individual's personal and social

life is the definition of Islamic work ethics (Ali, 2008). The indicators of Islamic work ethics are: work intention, trusteeship, work type, work results for the Islamic ummah, justice and fairness, cooperation and collaboration, work as the only source of ownership.

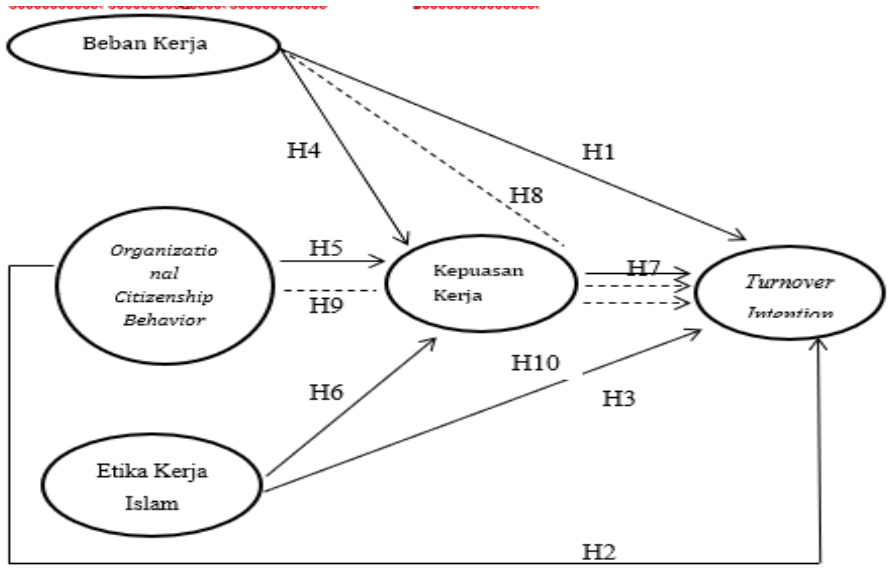
2.5 Turnover Intention

Waspodo et al (2013) Explaining turnover intention refers to the willingness of employees to leave the company and try to find a better job than the one they currently have, but this has not yet been realized, namely moving from one workplace to another. The departure of employees from the company incurs high costs in the form of significant losses of skilled labor, and it can also give competitors access to specific knowledge about the company. Indicators of turnover intention are: thoughts of leaving, looking for alternative jobs, and the intention to leave.

2.6 Kepuasan Kerja

Sutrisno (2009) There are two definitions of job satisfaction. First, job satisfaction can be seen as a complex emotional response. The existence of motivation, desires, demands, and expectations of employees towards their work, which are related to the reality experienced by employees, are the causes of this emotional response. Second, job satisfaction refers to workers' attitudes toward their jobs in relation to work situations, cooperation among employees, rewards received at work, and issues related to physical and psychological factors. Indicators of job satisfaction are: satisfaction with salary or wage payments, satisfaction with the job itself, satisfaction with coworkers, satisfaction with promotion opportunities, and satisfaction with supervision.

2.7 Job Satisfaction



H1= Workload has a significant negative effect on turnover intention
H2= Organizational citizenship behavior has a significant positive effect on turnover intention
H3= Islamic work ethics have a significant negative effect on turnover intention
H4= Workload has a significant positive effect on job satisfaction
H5= Organizational citizenship behavior has a significant positive effect on job satisfaction
H6= Islamic work ethics have a significant positive effect on job satisfaction
H7= Job satisfaction has a significant negative effect on turnover intention
H8= Job satisfaction can mediate the effect of workload on turnover intention
H9= Job satisfaction cannot mediate the effect of organizational citizenship behavior on turnover intention
H10= Job satisfaction cannot mediate the effect of Islamic work ethics on turnover intention.

3 Research Method

This study uses quantitative research. It uses primary data collection techniques, namely by distributing questionnaires or surveys. The population in this study are employees of UP Tambi PT Perkebunan Tambi. The

sample used consists of 87 employees. This study uses a Likert scale. The data obtained is processed using SPSS 25.

4 Result

Equation 1

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	8.586	2.602		3.299	.001
	Beban Kerja	.783	.199	.451	3.934	.000
	Organizational Citizenship Behavior	.023	.112	.023	.203	.839
	Etika Kerja Islam	.019	.074	.027	.261	.795

a. Dependent Variable: Kepuasan Kerja

Source: Processed primary data, 2023

From the table above, the t-test results can be summarized as follows:

1. Workload (X1) of 0.783 with a significance value of 0.000 < 0.05 explains that every increase or decrease of one unit of Workload (X1) will affect Job Satisfaction (Z).
2. Organizational Citizenship Behavior (X2) is 0.023 with a significance value of 0.839 > 0.05, indicating that every increase or decrease of one unit of Organizational Citizenship Behavior (X2) has no effect on Job Satisfaction.
3. Islamic Work Ethics (X3) with a value of 0.019 and a significance value of 0.795 > 0.05 indicates that every increase or decrease of one unit of Islamic Work Ethics (X3) has no effect on Job Satisfaction.

Equation 2

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	12.916	3.861		3.345	.001
	Beban Kerja	-.193	.303	-.086	-.638	.525
	Organizational Citizenship Behavior	.347	.156	.268	2.221	.029
	Etika Kerja Islam	-.072	.104	-.078	-.697	.487
	Kepuasan Kerja	-.339	.153	-.261	-2.214	.030

a. Dependent Variable: Turnover Intention

Source: Processed primary data, 2023

From the table above, the t-test results can be summarized as follows:

1. The constant of 12.916 explains that if the independent variable is considered constant, the average Turnover Intention value will increase by 12.916 units.
2. The coefficient of the Workload variable (X1) is -0.193 with a significant value of 0.525 > 0.05, explaining that every increase or decrease of one unit of Workload (X1) has no effect on Turnover Intention.
3. The coefficient of the Organizational Citizenship Behavior variable (X2) is 0.347 with a significant value of 0.029 < 0.05, explaining that every increase or decrease of one unit of Organizational Citizenship Behavior (X2) will affect Turnover Intention.
4. The coefficient of the Islamic Work Ethics variable (X3) is -0.072 with a significant value of 0.487 > 0.05, indicating that every increase or decrease of one unit of Islamic Work Ethics (X3) has no effect on Turnover Intention.

5. The coefficient of the Job Satisfaction (Z) variable is -0.339 with a significant value of 0.030 < 0.05, indicating that every increase or decrease of one unit of Job Satisfaction (Z) will affect Turnover Intention.

First Equation Path Analysis Test

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	8.586	2.602		3.299	.001
	Beban Kerja	.783	.199	.451	3.934	.000
	Organizational Citizenship Behavior	.023	.112	.023	.203	.839
	Etika Kerja Islam	.019	.074	.027	.261	.795

a. Dependent Variable: Kepuasan Kerja

Source: Processed primary data, 2023

Based on the calculations in the table above, the regression equation in this study is as follows:

$Z = \beta0 + \beta1.X1 + \beta2.X2 + \beta3.X3 + \varepsilon$

$Z = 8.586 + 0.783 + 0.023 + 0.019 + 0.880$

Based on the linear equation above, the following conclusions can be drawn:

1. The constant of 8.586 explains that if the independent variable is considered constant, the average job satisfaction value will increase by 8.586 units.
2. The coefficient of the Workload variable (X1) is 0.783 with a significance value of 0.000 < 0.05, explaining that every increase or decrease of one unit of Workload (X1) will affect Job Satisfaction (Z).
3. The coefficient of the Organizational Citizenship Behavior variable (X2) is 0.023 with a significance value of 0.839 > 0.05, indicating that every increase or decrease of one unit of Organizational Citizenship Behavior (X2) has no effect on Job Satisfaction.
4. The coefficient of the Islamic Work Ethics variable (X3) is 0.019 with a significance value of 0.795 > 0.05, which explains that every increase or decrease of one unit of Islamic Work Ethics (X3) has no effect on Job Satisfaction.

Second Equation Path Analysis Test

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	12.916	3.861		3.345	.001
	Beban Kerja	-.193	.303	-.086	-.638	.525
	Organizational Citizenship Behavior	.347	.156	.268	2.221	.029
	Etika Kerja Islam	-.072	.104	-.078	-.697	.487
	Kepuasan Kerja	-.339	.153	-.261	-2.214	.030

a. Dependent Variable: Turnover Intention

Source: Processed primary data, 2023

Based on the calculations in Table 4.20, the regression equation in this study is as follows:

$Y = \beta0 + \beta1.X1 + \beta2.X2 + \beta3.X3 + \beta4.Z + \varepsilon$

$Y = 12.916 – 0.193.X1 + 0.347.X2 – 0.072.X3 – 0.339.Z + 0.940$

1. The constant of 12.916 explains that if the independent variables are considered constant, the average Turnover Intention value will increase by 12.671 units.
2. The coefficient of the Workload variable (X1) is -0.193 with a significant value of 0.525 > 0.05, explaining that every increase or decrease of one unit of Workload (X1) has no effect on Turnover Intention.

3. The coefficient of the Organizational Citizenship Behavior variable (X2) is 0.347 with a significant value of 0.029 < 0.05, explaining that every increase or decrease of one unit of Organizational Citizenship Behavior (X2) will affect Turnover Intention.
4. The coefficient of the Islamic Work Ethics variable (X3) is -0.072 with a significant value of 0.487 > 0.05, indicating that every increase or decrease of one unit of Islamic Work Ethics (X3) has no effect on Turnover Intention.
5. The coefficient of the Job Satisfaction (Z) variable is -0.339 with a significant value of 0.030 < 0.05, indicating that every increase or decrease of one unit of Job Satisfaction (Z) will affect Turnover Intention.

5 Discussion

5.1 The effect of workload on turnover intention

Based on the t-test of the workload variable, the result obtained was a direct effect of -0.638 < 1.987 and a significance of more than 0.05, namely 0.525. It can be concluded that the workload variable has a negative and insignificant effect on turnover intention. This proves that workload does not affect turnover intention. This finding is consistent with the study conducted by (Novel & Marchyta, 2021) which explains that workload does not affect turnover intention. However, this finding contradicts the study conducted by (Agustin, 2022) which states that workload has a significant positive effect on turnover intention.

5.2 The effect of Organizational Citizenship Behavior on Turnover Intention

Based on the t-test of the organizational citizenship behavior variable, the results obtained show that the direct effect is greater than the t-table of 2.221 > 1.987 and the significance is less than 0.05 with a significance value of 0.029. Thus, it can be concluded that the organizational citizenship behavior variable has a positive effect on turnover intention. These results are relevant to the study conducted by (Susanti & Wahidi, 2020) which explains that organizational citizenship behavior has a significant positive effect on turnover intention. This means that if employees have good organizational citizenship behavior, their desire to move to another workplace or their turnover intention will be lower.

5.3 The effect of Islamic Work Ethics on Turnover Intention

Based on the t-test on the Islamic work ethic variable, the results obtained show that the direct effect of the calculated t-value is smaller than the table t-value, namely -0.697 < 1.987 with a significance value of 0.487, where the significance value is greater than 0.05. Thus, it can be explained that Islamic work ethics have a negative and insignificant effect on turnover intention. These results are in line with the study conducted by (Magfiroh, 2023) which found that Islamic work ethics do not have a negative and insignificant effect on turnover intention. This means that the higher the Islamic work ethics of employees, the higher the turnover intention.

5.4 The Effect of Workload on Job Satisfaction

Based on the t-test on the workload variable, the calculated t is greater than the table t, namely 3.934 > 1.987 with a significance value of 0.000, where the significance value is less than 0.05. Thus, it can be concluded that the workload variable has a significant and positive effect on job satisfaction. These results are relevant to studies conducted by (Wijaya, 2018) and (Yuananda & Indriati, 2022) which found that workload has a positive and significant effect on job satisfaction. This shows that when employees' workload is high, their job satisfaction decreases, and vice versa.

5.5 The Effect of Organizational Citizenship Behavior on Job Satisfaction

Based on the t-test on the organizational citizenship behavior variable, the calculated t is smaller than the table t, namely 0.203 < 1.987 with a significance value of 0.839, where the significance value is greater than 0.05. So it can be concluded that the organizational citizenship behavior variable has a positive and insignificant effect on job satisfaction. This is contrary to the studies conducted by (Putri & Supriadi, 2022) and (Anwar SE., 2021) which found that organizational citizenship behavior has a positive and significant effect on job satisfaction.

5.6 The Effect of Islamic Work Ethics on Job Satisfaction

Based on the t-test on the Islamic work ethic variable, the calculated t is smaller than the table t, namely 0.261 < 1.987 with a significance value of 0.795, where the significance value is greater than 0.05. So it can be concluded that the Islamic work ethic variable has a positive and insignificant effect on job satisfaction. This is in line with the research conducted by (Magfiroh, 2023) which states that Islamic work ethics have a positive and insignificant effect on job satisfaction. This means that Islamic work ethics in a company will have a positive influence that also has a positive impact on the atmosphere in the company because it concerns the way an employee thinks and acts. This is important because it not only benefits individuals but also benefits the work environment as a whole.

5.7 The Effect of Job Satisfaction on Turnover Intention

Based on the t-test on the job satisfaction variable, the calculated t is greater than the table t, namely -2.742 > 1.987, and the significance is less than 0.05, namely 0.030. Therefore, it can be concluded that the job satisfaction variable has a significant negative effect on turnover intention. These results are supported by (Sukarman, 2023) and (Dita et al., 2021) who state that job satisfaction has a significant negative effect on turnover intention. This means that when job satisfaction increases, the level of turnover intention decreases, and vice versa.

5.8 The Effect of Workload on Turnover Intention through Job Satisfaction

Based on the path analysis test, the magnitude of the direct effect of the workload variable is -0.193, while the indirect effect is 0.783 x (-0.339) = -0.2654. With a total effect of -0.193 + (-0.2654) = -0.4584 and a Sobel test calculation greater than the t-table value, namely -1.88496036 > 1.6625. This means that job satisfaction is able to mediate the effect of workload on turnover intention. Therefore, it can be concluded that variable Z is able to mediate the effect of variable X1 on Y.

5.9 The Effect of Organizational Citizenship Behavior on Turnover Intention through Job Satisfaction

Based on the path analysis test, the direct effect of X2 is 0.347, while the indirect effect is 0.023 x (- 0.339) = 0.007797. With a total effect of 0.347 + (-0.007797) = -0.3393 and a Sobel test calculation greater than the t-table, namely -0.1865 < 1.662. This means that job satisfaction is unable to mediate the effect of organizational citizenship behavior on turnover intention. Therefore, it can be concluded that variable Z is unable to mediate the effect of variable X2 on variable Y. This contradicts the research conducted by (Nelfianti, 2016) which states that job satisfaction can mediate the effect of organizational citizenship behavior on turnover intention.

5.10 The Effect of Islamic Work Ethics on Turnover Intention through Job Satisfaction

Based on the path analysis test, the direct effect of X3 is -0.072, while the indirect effect is 0.019 x (-0.339) = (-0.0064). With a total effect of (-0.072) + (-0.0064) = (-0.0784) and a Sobel test calculation of t count less than t table, namely -0.2327 < 1.662. This means that job satisfaction is unable to mediate the effect of Islamic work ethics on turnover intention. Therefore, it can be concluded that variable Z is unable to mediate the effect of variable X3 on variable Y. Islamic work ethics is a way of working well. A strong level of Islamic work ethic implementation can lead to the interpretation of job satisfaction values in the high category. Increased job satisfaction can provide benefits, one of which is reducing the likelihood of employees leaving the company.

6 Conclusion

According to information obtained from the questionnaire distributed by the researcher, which was then tested and processed, the following conclusions were drawn based on the research questions in this study: workload has a significant negative effect on turnover intention. Organizational citizenship behavior has a significant positive effect on turnover intention. Islamic work ethics have a significant negative effect on turnover intention. Workload has a significant positive effect on job satisfaction. Organizational citizenship behavior has a significant positive effect on job satisfaction. Islamic work ethics have a significant positive effect on job satisfaction. Job satisfaction has a significant negative effect on turnover intention. Job satisfaction is able to mediate the effect of workload on turnover intention. Job satisfaction is not able to mediate the effect of organizational citizenship behavior on turnover intention. Job satisfaction is not able to mediate the effect of Islamic work ethics on turnover intention.

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