



## The Effect of Employee Turnover on Employee Job Satisfaction at the Tofu Factory in Tanah Garam Village, Solok City

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### ABSTRACT

This investigation seeks to elucidate the influence of Workload and Employee Turnover on Job Satisfaction among personnel at the Tofu Factory in Tanah Garam Village, Solok City. The study population comprised employees of the aforementioned factory, and the research employed a quantitative methodology. Primary data were obtained directly from respondents, and the sampling procedure encompassed the total population, whereby questionnaires were administered to all employees. The empirical findings reveal that Workload exerts a discernible effect on Employee Job Satisfaction at the Tofu Factory, as demonstrated by a t-value of 6.644, which exceeds the t-table value of 2.04523 at a five percent significance threshold. The associated probability value of 0.87, exceeding 0.05, further contextualizes the relationship. Moreover, the coefficient of determination (R-squared) is 0.604, indicating that Workload accounts for 60.4 percent of the variance in Job Satisfaction, while the residual 39.6 percent is attributable to extraneous factors not encompassed within the scope of this study.

Keywords: Employee Turnover, Job Satisfaction, Solok City

### 1. Introduction

Human resources are currently a challenge for management because the success of management in determining human resource planning includes the preparation of human resource budgets and the development of workforce programmes to achieve company objectives (Nasrah & Mariyanti, 2024). Although bolstered by ample facilities, infrastructure, and corporate funding, the efficacy of a company's programs is contingent upon the presence of competent human capital (Ogbotor & Nwabudo, 2025). Absent the support of capable personnel, initiatives are unlikely to reach fruition. This underscores that human resources constitute a pivotal element that must be deliberated alongside all attendant requirements (Nurhayati et al., 2024)

Job satisfaction constitutes an appraisal, sentiment, or disposition held by an individual or employee toward their occupation and is intricately linked to the surrounding work environment. It is realized through the fulfillment of specific aspirations and necessities via engagement in professional tasks or vocational undertakings (Mariyanti & Nasrah, 2024). Job satisfaction represents an individual's affective response and evaluative judgment of their occupational engagement, particularly in relation to the prevailing working conditions, and reflects the extent to which their employment fulfills personal expectations, necessities, and aspirations (Yeni & Nasrah 2023).

The intention to quit or change jobs is known as turnover, which often occurs when employees feel that their performance does not meet their expectations (Nasrah et al., 2024). The decision to change jobs is usually a last resort after employees feel dissatisfied with their work environment. Turnover not only results in the loss of organisational talent, but can also hinder the smooth running of the company (Ningrum et al., 2024).

## **2. Literature Review**

### **2.1. Job Satisfaction**

Someone who feels satisfaction in their work will try their best to complete their tasks using all their abilities. This will optimally increase employee productivity and work results. Job satisfaction is often equated with a person's attitude towards their work, which refers to the level of positive or negative feelings felt towards certain objects, such as places, things, or other people (Yeni, 2022).

### **2.2. Job Satisfaction Assessment Indicators**

There are four indicators that influence an employee's level of job satisfaction, including (Santoso & Yuliantika, 2022):

- a) Work
- b) Wages
- c) Supervisors
- d) Colleagues

### **2.3. Employee Turnover**

Turnover is the movement of workers in and out of a company within a certain period of time. Turnover is the separation between a company and its workers due to personal choice (Santoso & Yuliantika, 2022).

- a) Employee Turnover Indicator
- b) Intention to quit
- c) Job search
- d) Thinking of quit

## **3. Methodology**

### **3.1. Research Object and Location**

Based on the title, 'The Effect of Employee Turnover on Employee Job Satisfaction at the Tahu Factory in Tanah Garam, Solok City.' The research location is the CNG Tofu Factory, located at Jl. Sersan Basir, Gawan, Tanah Garam, Lubuk Sikarah District, Solok City, West Sumatra 27312, and the Devi Tofu Factory, located at Jl. Imam Bonjol, Tanah Garam Village, Solok City.

### **3.2. Type of Research**

The research undertaken in this study employs a quantitative paradigm. Quantitative methodologies are inherently more intricate owing to the typically larger sample sizes; however, they offer a more methodical and structured approach, facilitating systematic inquiry from inception to conclusion.

### **3.3. Population and Sample**

The population is the amount of data to be studied, and the sample is a part of the population (Eliza et al., 2020). The population in this study consisted of all 32 employees of the tofu factory in Tanah Garam, Solok City, all of whom were included in the sample.

### **3.4. Data Analysis Techniques**

Accurate and consistent data collection techniques are essential to the research process. These methods must align with the chosen research approach to ensure that the results effectively address the original objectives or hypotheses. Errors in data collection will affect the final conclusions, rendering the research irrelevant and wasting the time and effort spent on data collection.

## 4. Results and Discussion

### 4.1. Research Results

#### 4.1.1. Multiple Linear Regression Analysis

**Table 1. Multiple Linear Regression Analysis Results**

		Coefficients <sup>a</sup>				
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	14.256	7.365		1.936	.063
	x1	.645	.097	.777	6.644	.000
	x2	.030	.144	.024	.208	.837

a. Dependent Variable: Total (Y)

Source: Research data processed using SPSS Version 22.

Based on the research results, a multiple linear regression equation was obtained with the following form:

$$Y = 14,256 + 0,645X1 + 0,030X2 + e$$

Referring to the regression equation presented earlier, the results indicate that:

1. The constant value of 14.256 signifies that, in the absence of influence from Workload (X1) and Employee Turnover (X2), assuming both variables are null, the baseline level of Job Satisfaction at the Tahu Factory in Tanah Garam Village, Solok City, would persist at 14.256. Workload and Employee Turnover can influence Job Satisfaction at the Tofu Factory in Tanah Garam Village, Solok City.
2. The regression coefficient for the Workload variable (X1) is 0.645, indicating a direct and positive correlation between Workload (X1) and Employee Job Satisfaction (Y); as the workload increases by one unit, job satisfaction correspondingly rises by 0.645 units, assuming other factors remain unchanged, which also increases by 0.645 units. assuming that Employee Turnover (X2) remains constant or equal to zero, it is established that an increase in Workload and Employee Job Satisfaction will also increase. This indicates that if the Employee Turnover (X2) value increases by one unit, then Employee Job Satisfaction will also increase by 0.030 units, assuming that the Workload (X1) variable remains constant or equal to zero. It is stated that an increase in Employee Turnover will also increase Employee Job Satisfaction.

#### 4.1.2. Coefficient of Determination (R2)

**Table 4. Results of the Coefficient of Determination (R2) Test**

Model Summary <sup>b</sup>				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.777 <sup>a</sup>	.604	.576	3.31338

a. Predictors: (Constant), x2, x1

b. Dependent Variable: y

Source: Research Data Processed Using SPSS Version 22

Based on Table 4, the R square value is shown to be 0.604 or 60.4%. This denotes that the independent variable, Employee Turnover, accounts for 60.4% of the variation in the dependent variable, Job Satisfaction, reflecting a strong degree of association. The remaining 39.6% (or 0.396) is attributable to other influencing factors not examined in this study, such as Work Motivation, Compensation, and the Work Environment.

**4.1.3. Hypothesis Testing with Partial Significance Testing (T-Test)**

**Table 5. t-test results**

Coefficients<sup>a</sup>

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	14.256	7.365		1.936	.063
	x1	.645	.097	.777	6.644	.000
	x2	.030	.144	.024	.208	.837

Source: SPSS 22 Data Processing Results

Referring to the table 3 above, the Employee Turnover variable has a t-value of 0.208, which is less than the t-table value of 2.04523, and a significance level of 0.837, which exceeds the 0.05 threshold. Consequently, hypothesis H2 is rejected. This indicates that the Employee Turnover variable does not exert a statistically significant influence on Job Satisfaction at the Tofu Factory in Tanah Garam Village, Solok City.

**4.1.4. Hypothesis Testing with Simultaneous Significance Testing (F-test)**

The results of the simultaneous regression test or F-test can be seen in the table below:

**Table 4. F-test results**

ANOVA<sup>a</sup>

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	484.592	2	242.296	22.070	.000 <sup>b</sup>
	Residual	318.377	29	10.979		
	Total	802.969	31			

a. Dependent Variable: Y

b. Predictors: (Constant), x2, x1

Source: Results of SPSS 22 Data Processing.

As presented in Table 4, the F value is 22.070, exceeding the table F value of 3.33, with a significance level of 0.000. Since the F value is greater than the F table value and the significance level is below the 0.05 threshold, the results of the ANOVA analysis suggest that the independent variable, Employee Turnover, has a statistically significant simultaneous or collective effect on the dependent variable, Job Satisfaction. Therefore, Hypothesis 3 (H3) is accepted.

**4.2. Discussion**

The analysis demonstrates that Workload (X<sub>1</sub>) exerts a significant and positive effect on Job Satisfaction (t = 6.644, p < 0.05), suggesting that a structured and purposeful workload enhances employees' sense of contribution and engagement. This finding implies that when workload remains within manageable parameters, employees are more likely to derive intrinsic meaning from their responsibilities, thereby elevating satisfaction levels (Mariyanti & Nasrah, 2024).

In contrast, Employee Turnover Intention (X<sub>2</sub>) yielded no statistically significant individual effect on Job Satisfaction (t = 0.208, p = 0.837), indicating that turnover intention alone does not constitute a meaningful determinant of satisfaction. This may be attributed to employees' adaptive responses to the labour mobility patterns inherent within small-scale manufacturing environments, wherein workforce attrition is perceived as normative rather than disruptive.

Nevertheless, the simultaneous F-test confirmed a collectively significant model (F = 22.070, p < 0.001), with a coefficient of determination (R<sup>2</sup> = 0.604) indicating that both predictors jointly account for 60.4% of the variance in Job Satisfaction. The residual 39.6% is likely attributable to exogenous variables beyond the current analytical scope, including employee motivation, compensation structures, and prevailing work environment conditions (Nurhayati et al., 2024).

## 5. Conclusion

Based on the analysis results, the Employee Turnover variable yields a t-value of 0.208, which falls below the t-table value of 2.04523, and a significance value of 0.837, which exceeds the 0.05 threshold. This suggests that Employee Turnover does not have a statistically significant individual effect on Job Satisfaction, resulting in the rejection of Hypothesis 2 (H2). However, when assessed collectively, Employee Turnover demonstrates a significant influence on Job Satisfaction, as indicated by an F-value of 22.070, well above the F-table value of 3.33, and a significance level of 0.000, which is below the 0.05 benchmark. Thus, it can be inferred that, in aggregate, Employee Turnover has a meaningful impact on Job Satisfaction, justifying the acceptance of Hypothesis 3 (H3).

Based on these findings, several recommendations are proposed. For researchers, the study provides a basis for comparing theoretical knowledge acquired in academic settings with its application in real-world contexts, grounded in empirical data. For companies, it is suggested to maintain a balanced work environment and adopt proactive measures to reduce employees' intentions to leave, thereby enhancing overall job satisfaction. For future research, it is recommended that scholars investigate additional variables not covered in this study, such as motivation, compensation, and the work environment, to gain a more holistic and nuanced understanding of the factors that influence Job Satisfaction.

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