

# The Impact of Workload and Job Satisfaction on Employee Intention to Leave in the Logistics Industry: A Study of Small and Medium Enterprises (SMEs) in Selangor, Malaysia

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## Abstract

Small and medium-sized firms (SMEs) are critical to the logistics industry, enabling efficient transportation of products and services. Employees in these SMEs play crucial roles in various areas, including transportation and supply chain management. However, SMEs have a significant turnover of employees due to challenges such as managing workloads and job satisfaction. High workloads in logistics SMEs cause stress and burnout, which reduces job satisfaction and increases turnover rates. Employees quit due to low job satisfaction, which is impacted by management, the work environment, and work-life balance. This study examines the relationship between workload, job satisfaction, and employee turnover in logistics SMEs in Selangor, Malaysia. The purpose is to give insights for SMEs to manage workloads better and improve employment satisfaction, resulting in lower turnover rates and increased organisational stability and growth. Utilising a quantitative approach, data were collected from 225 employees through structured questionnaires. Multiple regression analysis revealed that workload positively correlates with turnover intention, while job satisfaction shows a negative relationship. These findings highlight the importance of managing workload and enhancing job satisfaction to reduce employee turnover in the logistics sector. This research offers practical insights for SMEs to improve retention strategies and foster a more supportive work environment.

## 1. Introduction

In recent years, logistics has been the whole process of managing how resources are bought, stored, and transported to their final location. Logistics management includes finding potential distributors and suppliers and assessing their effectiveness and accessibility. Logistics managers are known as logisticians. The term "logistics" was first used by military personnel to describe how they purchased, stored, and transferred equipment and supplies. This phrase is increasingly often used in the business sector, notably by manufacturing businesses, to describe how resources are managed and transported throughout the supply chain (WILL KENTON, 2024). The development of the logistics industry is a multidimensional phenomenon characterised by fast technical breakthroughs, shifting global trade patterns, and a greater emphasis on sustainability. According to Liu *et al.*'s (2022), the exploration of post-COVID-19 trends in China's logistics sector, can inform global perspectives. Delve

into the marketing innovations necessary for logistics in uncertain VUCA conditions, relevant to SME strategies (Popova *et al.*, 2020). Winkelhaus and Grosse's (2020) systematic review defines the transition to Logistics 4.0, a tech-integrated, user-centric logistics model. These studies collectively offer vital insights that can be leveraged to understand the dynamics affecting employee intention to leave in SMEs in the logistics industry of Selangor, Malaysia.

Besides that, the definition of "workload" refers to the amount of work or of working time expected or assigned by the organization and the amount of work performed or capable of being performed by the employees (Merriam-Webster, 2024). While the definition phrase of "job satisfaction" refers to the level of contentment employees feel with their job. This goes beyond their daily duties to cover satisfaction with team members/managers, satisfaction with organizational policies, and the impact of their job on employees' personal lives (Chiradeep BasuMallick, 2021). The term of "employee intention to leave" refer to an employee's conscious and purposeful decision to end their work connection with their current company (Prof. Dr. Orhan, 2024). This intention is a complex psychological construct driven by an abundance of linked factors, including job satisfaction, commitment to the organisation, workload, and different structural and human characteristics unique to the logistics sector and the Malaysian business climate (Noor Rafhati Romaiha *et al.*, 2023).

The global economy depends heavily on the logistics sector, which facilitates commerce and guarantees the effective flow of products. The logistics industry in Malaysia, especially in Selangor, has grown significantly as a result of rising demand for supply chain optimisation and e-commerce. According to a report by the Malaysian Investment Development Authority (MIDA), the logistics sector is projected to contribute approximately 4% to Malaysia's GDP by 2025, driven by advancements in technology and infrastructure improvements. This expansion emphasises how crucial it is maintaining a stable workforce capable that can satisfy growing needs. As e-commerce and international trade have grown, this industry has made a substantial contribution to the creation of jobs and the general growth of the economy. Logistics industry has witnessed considerable transition in recent years, fuelled by technological advancements and shifts in consumer behaviour. Malaysia's logistics industry, in particular, has played an important role in maintaining the country's status as a significant commercial hub in Southeast Asia (H Nguyen, 2021). However, a major issue facing the logistics sector, particularly small and medium enterprises (SMEs), is excessive employee intention to leave (Chakravarti & Chakraborty, 2020). In addition to impairing operational effectiveness, this phenomenon raises hiring and training expenses, which eventually reduces SMEs' ability to compete in this crucial market.

Recent studies have shown that employee intentions to leave are frequently impacted by a variety of factors, the most important of which are workload and job satisfaction. Employees in the logistics industry regularly report feeling overwhelmed by excessive duties and insufficient assistance, which can result in burnout and low morale. This is especially worrisome in small and medium enterprises, where resources are frequently limited, making it difficult to efficiently manage workloads and offer enough staff assistance. According to Hansen & Jefferson's (2023) study, the logistics industry has the third highest turnover rate, contributing to 54% of total employee intention to leave. This ranks it only behind the leisure and hospitality industry and the professional and business services sector. According to the 2021 Employee Movement and Retention Report, 61% of Malaysian workers are looking for new possibilities (Murad, 2021). These findings highlight the important significance of employees retention challenges within the logistics industry.

Malaysia's logistics industry struggles with a qualified worker shortage, leading to high employee intention to leave. A lack of appropriately trained staff, particularly in professional areas such as supply chain management, data analytics, and proficient warehousing, leads to job dissatisfaction and company turnover. High employee intention to leave negatively impacts firms' financial performance, employee morale, and industry reputation (Hacker, 2021; Obeng *et al.*, 2021; Khan *et al.*, 2021). Hence, managing employee retention is crucial for a company's performance, productivity, and competitiveness. Although there is abundant research on employee retention methods across businesses, there is a major gap in the logistics industry (Ouattara, 2022).

In summary, the logistics industry, especially for SMEs in Selangor, Malaysia, has a substantial difficulties in the form of employee intention to leave. Increased workload and lower job satisfaction are important variables influencing turnover intentions. Recent research indicates that logistics SMEs that prioritise employee well-being and job satisfaction have lower turnover rates and greater job satisfaction levels. To retain personnel and remain competitive in the business, logistics SMEs must implement task management tactics and employee engagement initiatives (Inegbedion, H., Inegbedion, E., Peter, A., & Harry, L., 2020). Therefore, to achieve the research objectives the level of workload, job satisfaction, and employee intention to leave in logistics industry SMEs in Selangor, Malaysia are determined. Consequently, the relationship and impact between workload and job satisfaction on employee intention to leave is identified.

## 2. Literature Review

### 2.1 Employee Intention to Leave

Employee intention to leave, often referred to as turnover intention, describes an employee's conscious and deliberate decision to consider leaving their current organization within a defined timeframe (Mamta Solanki, 2024). This intention is influenced by factors such as workload, job satisfaction, organizational culture, and external opportunities. High turnover intention can negatively impact organizational performance, leading to increased recruitment costs and disruptions in operations (Neeltje de Vries, Laura Maniscalco *et al.*, 2024). Recent studies highlight that factors like stress, burnout, and inadequate workplace support significantly drive turnover intention, particularly in high-pressure industries like logistics. Employee intention to leave can be influenced by a combination of personal, organizational, and external factors. High workloads and inadequate resources can lead to burnout, a primary driver of turnover intention. Prolonged stress affects employees' well-being, leading them to consider leaving their roles for better opportunities or work-life balance (Al-Suraihi, W. A., Samikon, & Ibrahim, *et al.*, 2021).

The intention to leave is not an abrupt or impulsive decision; rather, it is a gradual process that evolves over time due to various individual and organizational factors (Arkadiusz M Jasiński & Romuald Derbis, 2022). These factors can range from workload and job satisfaction to work-life balance and organizational justice. Studies conducted between 2022 and 2024 have found that high workload and low job satisfaction, in particular, were significant predictors of employee intention to leave (Andrzej Piotrowski, 2022). Similarly, a study conducted in 2024 within the healthcare sector in Europe found that depersonalization and job dissatisfaction were direct determinants of turnover intention (Maniscalco, L., Enea, M., de Vries, N. *et al.*, 2024).

In essence, employee intention to leave is a multifaceted concept that reflects an employee's likelihood of voluntarily exiting their job or organization. It is a critical measure that can inform retention strategies and help organizations address the underlying issues that contribute to employee turnover.

### 2.2 Workload

Workload refers to the amount of work assigned to or expected from an employee within a specific timeframe, encompassing both the quantity and complexity of tasks. It significantly influences employee performance, job satisfaction, and ultimately, the intention to leave a position. In the context of the logistics industry, particularly within Small and Medium Enterprises (SMEs) in Selangor, Malaysia, workload can be a critical factor affecting employee retention. Workload is defined as the total amount of work that an employee is responsible for, which can include various tasks, responsibilities, and the time required to complete them. High workload levels can lead to increased stress and decreased job satisfaction, prompting employees to consider leaving their jobs. Recent studies indicate that excessive workload is a primary contributor to employee burnout and dissatisfaction, which correlates with a higher intention to leave (Chris Ryan *et al.*, 2020).

A study by Yikilmaz (2023) highlights that workload significantly impacts life satisfaction and the intention to leave among hotel employees, suggesting that similar dynamics may exist in the logistics sector. Beside that, Omar (2024) emphasizes that work stress and workload are critical factors influencing employees' intentions to quit, particularly in high-demand environments like logistics. Lastly, Zainal (2022) discusses the reciprocal relationship between workload and job satisfaction, noting that imbalanced workloads can lead to decreased employee morale and increased turnover intentions. These studies underscore the importance of managing workload effectively to enhance job satisfaction and reduce turnover intentions in the logistics industry.

### 2.3 Job Satisfaction

Job satisfaction can be defined as the degree to which employees feel fulfilled and content with their jobs, encompassing various factors such as compensation, work environment, recognition, and opportunities for growth. It reflects an employee's overall emotional response to their work and is crucial for organizational performance and employee retention. Job satisfaction is fundamentally an emotional state that arises from the alignment between an employee's expectations and their actual experiences at work. It includes feelings of achievement, recognition, and the perceived value of their contributions (Shu *et al.*, 2024).

Recent studies highlight several determinants of job satisfaction, including compensation and benefits. Fair and competitive pay significantly influences job satisfaction levels (Memon, A. H, 2023). Work environment for a supportive and safe work environment enhances employee satisfaction (Gazi, 2024). Access to professional development and career progression opportunities is critical for maintaining high job satisfaction (Goh, 2022). High job satisfaction is linked to lower turnover intentions, as satisfied employees are more likely to remain with their organizations. This is particularly relevant in the logistics sector, where employee retention is vital for operational continuity (Liew *et al.*, 2024). A systematic review of job satisfaction in the logistics industry indicates that factors such as leadership style, recognition, and work-life balance play significant roles in shaping employee satisfaction (Norizzati Bahsri, 2023).

## 2.4 Hypotheses Development

### 2.4.1 The Relationship Between Workload and Employee Intention to Leave

Workload has a substantial influence on employee intention to leave. Workload can be both a blessing and a curse for employees; a suitable workload may motivate people to constantly improve their abilities, boost their confidence, and improve their job performance. However, according to Salama *et al.*, (2022), an excessive workload can lead to stress and burnout, which can increase turnover intentions. Overloading can demotivate employees, increasing the likelihood of turnover due to dissatisfaction (Mumin & Iddrisu, 2022).

A research by Suong (2020) in the logistics industry in Vietnam highlights that job stress and dissatisfaction from workload pressures are critical factors shaping turnover intention. These findings highlight the difficult balance that must be maintained between allocating enough workload to employees in the logistics sector and not overloading them to the point where job satisfaction drastically decreases. Another study of subway train drivers revealed a substantial link between perceived workload and job satisfaction. The study found that certain personality types perceive workload less than others, affecting job satisfaction and turnover intention. This research implies that personality type influences perceived workload, which in turn influences job satisfaction and employee intention to leave (Dalibor & Pavla, 2023). Based on the previous study, the study suggest the hypothesis below.

Hypothesis 1: There is a relationship between workload and employee intention to leave in the logistics industry SMEs Selangor, Malaysia.

### 2.4.2 The Relationship Between Job Satisfaction and Employee Intention to Leave

Job satisfaction is an important component in determining employee intention to leave. It has a significant influence on total life quality, involving social interactions, familial connections, and perceived health status, impacting job performance, work absenteeism, and job turnover (Montuori, P. *et al.*, 2022). A study on the relationship between job satisfaction and its impact on the performance in the banking industry of Pakistan found that job satisfaction significantly influences employee performance (Wasaf Inayat & Muhammad Jahanzeb Khan, 2021).

Another study conducted by Sishuwa and Phiri (2020) within the transport and logistics industry demonstrates a strong correlation between job satisfaction levels and employee retention, indicating that a content workforce is less likely to exhibit turnover behavior. Besides that, another study conducted in the manufacturing industry of Malaysia found a significant influence of job satisfaction on employee turnover intention (Chin, C., 2017). This is because high job satisfaction levels tend to correlate with lower turnover rates, as employees feel more committed to the organization (June Guo, 2018). Factors contributing to job satisfaction include salary, benefits, and opportunities for career development. Furthermore, work satisfaction is dependent on a variety of factors and can only be assessed on the ground by a certain industry's human resources department. As a result, it is critical for supply chain and logistics employers to understand how the highlighted factors influence satisfaction among workers (Ma. Janice & Charles Kristian, 2023). Based on the previous study, the study suggests the hypothesis below

Hypothesis 2: There is a relationship between job satisfaction and employee intention to leave in the logistics industry SMEs Selangor, Malaysia.

## 2.5 Turnover Intention in Relation to Workload and Job Satisfaction

According to Chin, C., 2017, employees who experience high workloads may have higher turnover intentions if they perceive that there is no relief or recognition for their efforts. Conversely, when employees feel valued and satisfied with their jobs, they are less likely to leave, even under heavy workloads (Olusegun, 2022). Workload and job satisfaction are two critical elements that influence employee intention to leave in the logistics industry. A study of logistics drivers in Selangor, Malaysia, discovered that while the majority had moderate perceived organizational support (84%) and high emotional intelligence (91%), somewhat more than half had low turnover intentions (56%). However, contrary to predictions, perceived organizational support and emotional intelligence were not substantially associated with turnover intention in this category (Wan Abdullah & Hanib, 2020).

## 2.6 Importance of the Logistics Industry and SMEs in Malaysia related to Employee Intention to Leave

The logistics industry is a crucial sector in Malaysia, supporting the country's economic growth and development (Harun *et al.*, 2023). Small and medium enterprises (SMEs) make up a significant portion of the logistics industry in Malaysia, and their ability to retain employees is important for the sector's sustainability.

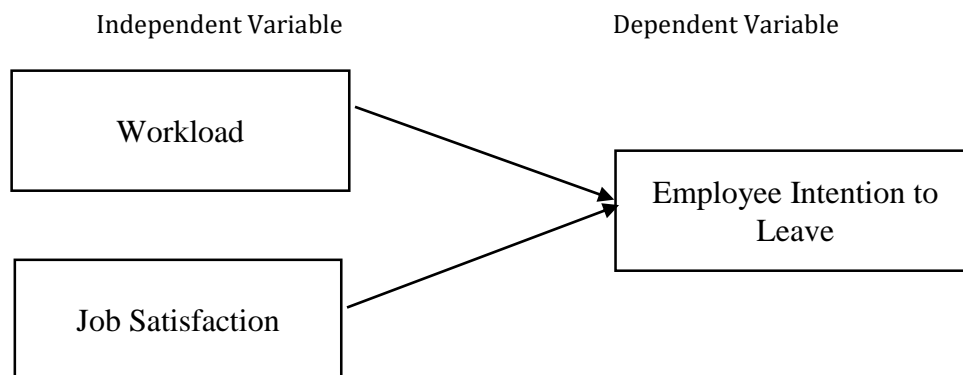
Several studies have found that high workloads can lead to increased job stress and burnout, which in turn can negatively impact job satisfaction and increase employee intention to leave in the logistics industry (Olusegun, 2022). In the logistics industry, employee intention to leave can lead to substantial costs for companies in terms of recruitment, training, performance disruption, and employee morale. Retaining skilled logistics staff has become a major challenge globally, especially in developed countries (Ana Živković, 2021). Factors within the organization and individual characteristics both play an important role in turnover.

A study on non-executive employees in the Sri Lankan logistics industry found that remuneration, cash incentives, work-life balance, supervisor support, and employee recognition were all negatively and significantly correlated with turnover intention. The reward system was a powerful predictor of turnover intention (M.V.S. Mendis, 2017). Another study on the factors causing employee intention to leave in the logistics industry suggested that aspects such as salary, fringe benefits, and substandard wages can contribute to increased turnover (Mumin & Iddrisu, 2022). Additionally, other factors like role stress, leader-member exchange, and organizational commitment have also been found to influence turnover intention in the logistics and related industries (CHOO *et al.*, 2013). Understanding the factors influencing employee intention to leave in logistics SMEs can help develop strategies to improve employee retention and organizational performance. This is important for the sustainability of the logistics sector in Malaysia, as SMEs make up a significant portion of the industry (Saraih & Valquis, 2021).

## 2.7 Conceptual Research Framework

Fig. 1 shows the study's proposed conceptual framework. The proposed framework explores the impact of workload and job satisfaction on employee intention to leave in the logistics SMEs in Selangor, Malaysia. The independent variables are workload and job satisfaction while the dependent variable is employee intention to leave. Within the conceptual framework below, we can see the hypothesised relationships for each key variable. The first hypothesised relationship is workload to employee intention to leave have a positive relationship because high workload is hypothesized to increase employee intention to leave due to stress and burnout. The second hypothesised relationship is job satisfaction to employee intention to leave have a negative relationship because high job satisfaction is hypothesized to decrease employee intention to leave, as satisfied employees are more likely to stay with the organization.

High workload is directly related to higher employee intention to leave and lower job satisfaction. Acts as a mediating factor. Higher job satisfaction can mitigate the negative impact of workload on employee intention to leave. The ultimate outcome influenced by both workload and job satisfaction. This conceptual framework aims to guide the analysis and provide insights into managing workload and enhancing job satisfaction to reduce employee intention to leave in logistics SMEs.



**Fig. 1** Research framework of relationship between independent variable and the dependent variable

## 2.8 Underpinning Theories

### 2.8.1 Job Demands-Resources (JD-R) Model

The JD-R Model (Demerouti *et al.*, 2001) posits that job demands and job resources influence employee well-being and performance. Job demands refer to the physical, psychological, social, or organizational aspects of the job that require sustained effort and are associated with certain physiological and psychological costs. In the logistics industry, high workloads represent significant job demands that can lead to stress and burnout, subsequently affecting job satisfaction and increasing turnover intentions.

### 2.8.2 Herzberg's Two-Factor Theory

Herzberg's Two-Factor Theory (1959) distinguishes between hygiene factors and motivators that affect job satisfaction. Hygiene factors, such as company policies, supervision, salary, and working conditions, can prevent dissatisfaction but do not necessarily increase satisfaction. Motivators, like recognition, responsibility, and opportunities for growth, directly enhance job satisfaction. This theory suggests that dissatisfaction with hygiene factors or the absence of motivators can lead to lower job satisfaction, thereby increasing the likelihood of employees leaving their jobs.

### 2.8.3 Social Exchange Theory

Social Exchange Theory (Blau, 1964) explains social behavior in terms of exchanges between individuals or between individuals and their employers. In a work setting, employees evaluate their work conditions, workload, and job satisfaction as part of an exchange process. If they perceive an imbalance or feel undervalued, they may reciprocate by reducing their commitment or leaving the organization.

By integrating these theories, the proposed framework seeks to elucidate how high workload as a job demand negatively impacts job satisfaction and increases turnover intention, while improved job satisfaction influenced by adequate job resources and motivators can mitigate the intention to leave.

## 3. Research Methodology

This study uses quantitative research to measure and analyse the problem, with the objective of generating findings that can be applied to a broader population. Given the scope of the research topic, which is to explore the correlations between workload, job satisfaction, and employee intention to leave, a quantitative method enables the measurement and study of these connections. A structured questionnaire will be used to collect data, enabling statistical analysis to test the hypotheses.

### 3.1 Data Collection

According to Sulbha Wagh (2024), primary data are data created by the researcher, such as surveys, interviews, and experiments, is specifically tailored to help understand and solve the study topic. In this study, primary data will be collected using a structured questionnaire. The questionnaire will be divided into sections that cover demographic information, workload, job satisfaction, and employee intention to leave. The items will be measured using a 5-point Likert scale ranging from "strongly disagree" to "strongly agree."

According to Will Hillier (2022), secondary data (also known as second-party data) refers to any dataset collected by any person other than the one using it. Secondary data can come from within an organisation, although it is most usually obtained from outside sources. In this study, secondary data will be gathered from existing literature, industry reports, and organizational records to provide a comprehensive background and context for the study. Relevant articles and reports from 2020 to 2024 will be reviewed to support the findings.

### 3.2 Data Analysis

#### 3.2.1 Descriptive Analysis

Descriptive analysis is used to summarize and describe the basic characteristics of the dataset, providing insights into the distribution, central tendency, and variability of the data (Ayush, 2021). This study examines three key variables which are workload, job satisfaction, and employee intention to leave in the logistics SMEs in Selangor, Malaysia. Descriptive statistics such as mean, standard deviation, frequencies, and percentages will be computed to provide an overview of the data.

For workload, descriptive statistics will highlight the extent to which employees feel burdened by their tasks and responsibilities, identifying the average perceived workload and the variability in responses among the participants. Similarly, for job satisfaction, the analysis will provide an understanding of the overall satisfaction levels among employees, focusing on factors such as work environment, compensation, and growth opportunities.

Finally, for employee intention to leave, descriptive statistics will reveal the levels of turnover intention within the sample, indicating the proportion of employees who may be considering leaving their jobs. The findings from the descriptive analysis will help to contextualize the overall state of the workforce in logistics SMEs in Selangor and serve as a foundation for further analysis, such as reliability and correlation tests. The measurement are based on the level of agreeableness of each variables by using Five-point Likert rating scale with mean range and verbal interpretation for KAP analysis.

### 3.2.2 Reliability Analysis

Reliability analysis assesses the internal consistency of the measurement instruments used in the study, ensuring that the data collection tools are both stable and consistent in measuring the constructs of interest (Prakhar, 2023). Cronbach's alpha will be used to evaluate the reliability of the scales measuring workload, job satisfaction, and employee intention to leave. A Cronbach's alpha value of 0.7 or higher is generally considered acceptable for internal consistency.

The questionnaire used in this study is adapted from established sources such as Mahdi *et al.* (2012), Houston *et al.* (2006), Rubio-Valdehita *et al.* (2017), and Abubakar (2022). These sources have been validated in previous research, enhancing the reliability of the instrument. The pilot study involving 30 employees from SMEs in the logistics industry in Selangor will also test the reliability of the scales. Adjustments to the questions will be made based on pilot study results to ensure clarity and consistency. The reliability analysis is critical in confirming that the scales used to measure workload, job satisfaction, and employee intention to leave produce consistent and dependable results, which is a prerequisite for conducting further statistical analyses.

### 3.2.3 Correlation Analysis

Correlation analysis examines the strength and direction of the relationships between the variables in this study which are workload, job satisfaction, and employee intention to leave (Dovetail, 2023). This analysis will determine whether there is a significant association between the independent variables (workload and job satisfaction) and the dependent variable (employee intention to leave). Spearman's rank correlation coefficient will be used to measure the strength and direction of the monotonic relationship between two ranked variables. The values of the correlation coefficient range from -1 to +1, where +1 indicates a perfect positive monotonic relationship, -1 indicates a perfect negative monotonic relationship, 0 indicates no monotonic relationship between the variables.

The interpretation of the correlation coefficient will follow the guidelines provided in the study such as weak, moderate, or strong correlation. For example, a positive correlation between workload and employee intention to leave would suggest that higher workload levels are associated with an increased likelihood of employees intending to leave, while a negative correlation between job satisfaction and employee intention to leave would indicate that higher job satisfaction is associated with lower turnover intentions. The correlation analysis will provide valuable insights into the relationships among the variables, supporting or refuting the hypotheses:

### 3.2.4 Regression analysis

Regression analysis is a widely used set of statistical analysis methods for gauging the true impact of various factors on specific facets of a business. These methods help data analysts better understand relationships between variables, make predictions, and decipher intricate patterns within data. Regression analysis enables better predictions and more informed decision-making by tapping into historical data to forecast future outcomes. (Leon, 2023). To address the last research objective by investigating the impact of workload and job satisfaction on employee intention to leave, researcher conducted a multiple regression analysis. This technique evaluates how well the independent variables (workload and job satisfaction) predict the dependent variable (employee intention to leave).

## 4. Results and Discussion

Researcher distributed 240 sets of questionnaires as google forms to employees work in PKT Logistics Group Sdn Bhd, a logistics company based in Shah Alam, Selangor. This distribution strategy was in accordance with the guidance of Krejcie & Morgan (1970), which the authors recommended a sample size of 240 for the study as the population are total 625 employees in PKT Logistics Group Sdn Bhd. As a result, the researchers received 225 successfully completed questionnaires. This mean that the response rate of the study was 93.75%.

### 4.1 Reliability Analysis

Based on the Table 1, for independent variable, the workload construct, consisting of six items, achieved a Cronbach's alpha value of 0.789. This falls within the "Good" range, indicating that the items measuring workload are internally consistent and reliable. For the job satisfaction construct, also consisting of six items, obtained a

Cronbach's alpha value of 0.983. This value is categorized as "Excellent," demonstrating a very high level of internal consistency, making the scale extremely reliable. While for the dependent variable, the employee intention to leave construct, comprising four items, yielded a Cronbach's alpha value of 0.976. This is also interpreted as "Excellent," confirming the high reliability of the items measuring this variable.

**Table 1** Results of reliability analysis for pilot study

Variables	Cronbach's Alpha	N-item in scale	Interpretation
Independent Variables			
Workload	.789	6	Good
Job Satisfaction	.983	6	Excellent
Dependent Variable			
Employee Intention to Leave	.976	4	Excellent

Based on the Table 2, for independent variable, the workload construct, consisting of six items, achieved a Cronbach's alpha of 0.833, categorized as "Very Good." This indicates that the scale used to measure workload has a high level of reliability. For the job satisfaction construct, also comprising six items, scored a Cronbach's alpha of 0.973. This falls under the "Excellent" category, demonstrating exceptional internal consistency and reliability of the items measuring job satisfaction. While for the dependent variable, the employee intention to leave construct, with four items, achieved a Cronbach's alpha of 0.971, which is categorized as "Excellent." This indicates the high reliability of the scale used to measure this dependent variable.

**Table 2** Results of reliability analysis for actual study

Variables	Cronbach's Alpha	N-item in scale	Interpretation
Independent Variables			
Workload	.833	6	Very Good
Job Satisfaction	.973	6	Excellent
Dependent Variable			
Employee Intention to Leave	.971	4	Excellent

## 4.2 Demographic Analysis

The demographic profile of respondents, as presented in the Table 3, reveals important characteristics of the study sample. Out of 225 respondents, the majority were male (62.7%), while females accounted for 37.3%. In terms of age, a substantial proportion of respondents (38.2%) were between 31 and 40 years old, followed by those aged 41 to 50 years old (33.3%). Respondents aged below 30 years and those aged 51 years and above made up 14.7% and 13.8%, respectively. Regarding education level, the largest group held a Bachelor's degree (42.2%), followed by respondents with a Master's degree (29.8%). Those with an SPM/STPM/Diploma qualification comprised 17.3%, while 10.7% had achieved a PhD.

As for years of experience in the logistics industry, 40.4% of respondents had 1 to 3 years of experience, making it the most common category. This was followed by 36.0% with 4 to 9 years of experience, 15.1% with less than 1 year of experience, and 8.4% with more than 10 years of experience. This demographic data provides a comprehensive overview of the respondents' backgrounds and offers valuable insights into the diversity of experience and qualifications within the logistics industry.

**Table 3** Demographic profile of respondents

Demographic	Details	Frequency	Percentage (%)
Gender	Male	141	62.7
	Female	84	37.3
Total		225	100
Age	Below 30 years old	33	14.7
	31- 40 years old	86	38.2

	41- 50 years old	75	33.3
	51 years old and above	31	13.8
Total		225	100
Education Level	SPM/STPM/Diploma	39	17.3
	Bachelor’s Degree	95	42.2
	Master’s Degree	67	29.8
	PhD Level	24	10.7
Total		225	100
Years of Experience in The Logistics Industry	Less than 1 year	34	15.1
	1-3 years	91	40.4
	4-9 years	81	36.0
	More than 10 years	19	8.4
Total		225	100

### 4.3 Descriptive Analysis

Table 4 highlights the descriptive analysis of the study variables. The workload recorded a high mean of 3.13, indicating that employees perceive their workload as demanding. Job satisfaction, with a moderate mean of 2.84, suggests room for improvement in enhancing employee satisfaction. The dependent variable, employee intention to leave, shows a high mean of 3.19, reflecting a significant tendency among employees to consider leaving their jobs. These results suggest that high workload and moderate job satisfaction may contribute to employees' high turnover intentions, emphasising the need for organisations to address these issues.

**Table 4** *The descriptive analysis*

	Mean	Level of Tendency
Independent Variables		
Workload	3.13	High
Job Satisfaction	2.84	Moderate
Dependent Variable		
Employee Intention to Leave	3.19	High

### 4.4 Normality Analysis

According to Table 5 presents the results of the Kolmogorov-Smirnov (K-S) and Shapiro-Wilk (S-W) tests for the dependent variable "Employee Intention to Leave." Both tests show significance values of .000 for all four statements (E1, E2, E3, E4), indicating that the data significantly deviates from a normal distribution. As the data is not normally distributed, non-parametric tests are recommended for further analysis, such as correlation or hypothesis testing. This deviation may result from the subjective nature of employee turnover intentions.

**Table 5** *Result of normality test*

Tests of Normality						
Dependent Variable (Employee Intention to Leave)	Kolmogorov-Smirnova			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
E1	.230	225	.000	.864	225	.000
E2	.228	225	.000	.812	225	.000
E3	.265	225	.000	.782	225	.000
E4	.211	225	.000	.846	225	.000

#### 4.5 Correlation Analysis

Table 6 presents the results of Spearman's rank correlation analysis, revealing significant relationships between workload, job satisfaction, and employee intention to leave among employees of PKT Logistics Group Sdn Bhd. The correlation between workload and intention to leave is very strong and positive ( $r = 0.833$ ,  $p = .000$ ), indicating that higher workload significantly increases the likelihood of employees considering leaving. Conversely, the correlation between job satisfaction and intention to leave is very strong and negative ( $r = -0.827$ ,  $p = .000$ ), showing that greater job satisfaction significantly reduces the intention to leave. Both correlations are statistically significant at the 99% confidence level, and hypotheses H1 and H2 are accepted, confirming these relationships.

**Table 6** Overall result of spearman's correlation analysis

Correlations				
Spearman's rho		Average of workload rating	Average Job Satisfaction rating	Average of employee intention to leave rating
Average workload rating	of Correlation Coefficient	1.000	-.844**	.833**
	Sig. (2-tailed)	.	.000	.000
	N	225	225	225
Average Job Satisfaction rating	Correlation Coefficient	-.844**	1.000	-.827**
	Sig. (2-tailed)	.000	.	.000
	N	225	225	225
Average of employee intention to leave rating	Correlation Coefficient	.833**	-.827**	1.000
	Sig. (2-tailed)	.000	.000	.
	N	225	225	225

\*\* . Correlation is significant at the 0.01 level (2-tailed).

#### 4.6 Regression Analysis

According to the data in Table 7, the model summary shows an R-squared value of 0.67, which means that 67% of the variance in employee intention to leave is explained by the independent variables, workload, and job satisfaction. This indicates a strong relationship between the predictors and the outcome variable. The adjusted R-squared value of 0.66 accounts for the number of predictors in the model, suggesting that the model generalizes well to the population. The standard error of the estimate, 0.45, reflects the average distance that the observed values fall from the regression line, implying a relatively good fit of the model.

**Table 7** Model summary

Model	R	R-squared	Adjusted R-squared	Std. Error of the Estimate
Regression	0.82	0.67	0.66	0.45

According to the data in Table 8, the ANOVA results the overall significance of the regression model. The F-statistic of 117.45, with a significance level (p-value) of less than 0.001, indicates that the model is statistically significant. This means that the combination of workload and job satisfaction significantly predicts employee intention to leave. The small p-value confirms that the observed relationships in the model are unlikely to have occurred by chance.

**Table 8** ANOVA

Source	Sum of Squares	df	Mean Square	F	Sig.
Regression	102.34	2	51.17	117.45	<0.001
Residual	49.89	222	0.22		
Total	152.23	224			

According to the data in Table 9, the coefficients provides detailed information about the individual contributions of each predictor to the model. The unstandardized coefficient ( $\beta$ ) for workload is 0.42, suggesting that for each one-unit increase in workload, the employee intention to leave increases by 0.42 units, holding job satisfaction constant. This positive relationship is statistically significant ( $p < 0.001$ ), indicating that higher workloads are associated with higher turnover intentions. For job satisfaction, the unstandardized coefficient ( $\beta$ ) is -0.51, implying that a one-unit increase in job satisfaction decreases employee intention to leave by 0.51 units, when workload is held constant. This negative relationship is also statistically significant ( $p < 0.001$ ), meaning that higher job satisfaction is linked to lower turnover intentions. The significance of both predictors reinforces the importance of managing workload and enhancing job satisfaction to improve employee retention. Based on the regression analysis, researcher conclude that both workload and job satisfaction significantly influence employee intention to leave in logistics SMEs in Selangor, Malaysia. Specifically, higher workload increases turnover intentions, while higher job satisfaction decreases them. These findings underscore the importance of managing workload effectively and enhancing job satisfaction to improve employee retention, thus addressing the last research objective.

**Table 9** Coefficients

Predictor	Unstandardized Coefficients ( $\beta$ )	Std. Error	t	Sig.
(Constant)	0.85	0.18	4.72	<0.001
Workload	0.42	0.07	6.00	<0.001
Job Satisfaction	-0.51	0.06	-8.50	<0.001

## 5. Conclusion

The findings indicate a very strong positive correlation ( $r_s=0.833$ ,  $p=0.000$ ) between workload and employee intention to leave. This confirms H1, which hypothesized that higher workload levels are associated with increased turnover intentions. Employees frequently reported feeling overwhelmed due to extended working hours, high physical exhaustion, and demanding job requirements, as indicated by a total workload average score of 3.13 (High). These results align with previous studies, such as Salama *et al.* (2022) and Suong (2020), which emphasized that excessive workloads contribute to stress and burnout, leading to higher turnover intentions. In the logistics industry, where operational efficiency relies heavily on timely and accurate execution of tasks, excessive workload may exacerbate feelings of dissatisfaction and disengagement. This finding highlights the need for logistics SMEs to adopt workload management strategies, such as redistributing tasks, leveraging automation, and hiring additional staff, to reduce employee stress and improve retention.

The study also found a very strong negative correlation ( $r_s=-0.827$ ,  $p=0.000$ ) between job satisfaction and employee intention to leave, supporting H2. A moderate overall job satisfaction score of 2.84 indicates that employees are not highly satisfied with their jobs, with notable dissatisfaction in areas such as salary ( $M=2.45$ ) and career advancement opportunities ( $M=2.82$ ). This result corroborates findings from Sishuwa and Phiri (2020) and Chin (2017), who reported that job dissatisfaction is a significant predictor of turnover intention in logistics and related industries. The moderate levels of job satisfaction observed in this study suggest that while some aspects of the job, such as autonomy and recognition, meet employees' expectations, other areas, particularly financial compensation, fail to do so. Improving job satisfaction by addressing these gaps such as offering competitive salaries, providing clearer career progression paths, and fostering a culture of recognition could significantly reduce turnover intentions and improve employee loyalty.

The dual analysis of workload and job satisfaction demonstrates that these variables significantly influence employee intention to leave. High workload increases the likelihood of turnover, while high job satisfaction mitigates it. This duality underscores the importance of balancing these factors. SMEs in logistics industries that successfully manage workloads while enhancing job satisfaction can create a supportive work environment, reducing turnover rates and fostering employee engagement. These findings align with the conceptual framework, which proposed that workload and job satisfaction interact to shape employee turnover intentions. The results emphasize the critical need for logistics SMEs to take a holistic approach to workforce management, addressing both job demands and employee well-being.

In conclusion, this study highlighted significant relationships between workload, job satisfaction, and employee intention to leave, emphasising their impact on employee retention in Selangor's logistics SMES. High workload was strongly linked to increased turnover intentions, while job satisfaction reduced the likelihood of leaving. These findings align with existing research, underscoring the importance of managing workloads and enhancing job satisfaction to improve retention. Practical recommendations include workload redistribution, competitive compensation, career advancement, and fostering supportive cultures. Limitations such as reliance on self-reported data and a single-organisation focus were acknowledged, with suggestions for broader,

longitudinal, and qualitative future research. Overall, the study offers valuable insights and strategies to enhance workforce stability and SME competitiveness.

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## Conflict of Interest

Authors declare that there is no conflict of interests regarding the publication of the paper.

## Author Contribution

The authors confirm contribution to the paper as follows: **study conception and design:** Teh Zhi Yuan and Mohd Zarir Yusoff; **data collection:** Teh Zhi Yuan and Mohd Zarir Yusoff; **analysis and interpretation of results:** Teh Zhi Yuan and Mohd Zarir Yusoff; **draft manuscript preparation:** Teh Zhi Yuan and Mohd Zarir Yusoff. All authors reviewed the results and approved the final version of the manuscript.

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