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## **A Study on the Relationship between Workload, Job Satisfaction, Relational Psychological Contract, and Turnover Intention of the Public Servants**

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### **Keywords**

Workload, Job satisfaction, Relational psychological contract, Turnover intention

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### **Abstract**

This study aims to explore the relationship between the workload, job satisfaction, relational psychological contract and turnover intention of public sector personnel. Taking the public servants in the New Taipei City District of Taiwan as the research object, the data is collected by intentional sampling method, and a total of 582 valid questionnaires are recovered. The research results show that (1) workload has a positive influence on turnover intention; (2) workload has negative influence on job satisfaction and relational psychological contract; (3) job satisfaction and relational psychological contract have negative influence on turnover intention; (4) job satisfaction and relational psychological contract have partial mediating effects between workload and turnover intention. Specifically, in the face of excessive workload, strengthening the degree of job satisfaction and the practice of relational psychological contract can significantly weaken the perception of turnover intention, which has a certain effect on personnel retention willingness.

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## **1. Introduction**

Human resources are one of the important assets of an organization's operation and management. An effective human resources system not only emphasizes meeting organizational performance, but also encourages employees to maintain optimal work performance (Giaque et al., 2019); in addition to mastering the work patterns of employees, it is also necessary to effectively integrate various resources to avoid excessive work pressure, pursue personal health and organizational development, and reduce employee turnover intentions and other issues (Holland et al., 2019). In the past, most public servants worked until they reached retirement age. However, with the changes of the times, public servants who face the public are required to be "service-oriented." The emphasis is on service first, which causes the loss of personal professional judgment and management rights and responsibilities. Many public servants have

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intended to work until retirement age, and then have the idea of resigning (Wu, 2017); for example, from 2012 to 2016, the ratio of the number of people leaving government agencies to the number of personnel changes increased from 0.48% to 0.81%, showing a year-on-year increase trend (Examination Yuan, 2020). In recent years, thousands of public servants have resigned every year, of which 20% are under the age of 35 in central agencies and about 30% in local agencies (Hsu et al., 2021). Therefore, we should explore the factors that affect the resignation tendency of public servants. It has its importance and urgency.

Facing a rapidly changing, complex and diverse society, the current civil servants undertake the expectations and demands of the public, and their work tasks are becoming increasingly heavy. Among them, the workload is considered to be the source of the greatest work pressure and the most direct predictor of personnel turnover (Jasinski & Derbis, 2022; Kitila et al., 2021). Workload is a major stressor that impairs physical health, and when it is excessive or demanding, it can have a negative impact on individual work performance (Liu & Lo, 2018); burnout, depression, physical and mental exhaustion and other states, which in turn lead to the idea of quitting the workplace (Kong et al., 2020; Luo & Lei, 2021). Therefore, it is worth exploring the influence of workload on turnover intention.

Job satisfaction has always been a very important topic in human resources research, as job satisfaction will affect individual work efficiency and effectiveness, as well as unit productivity and turnover rate (Ali et al., 2009; Haq et al., 2011); if employees feel job dissatisfaction, they will have higher absenteeism rate and turnover intention, so job satisfaction is a very important factor affecting turnover intention (Waeyenberg et al., 2016; Jou et al., 2013; Ran et al., 2020). Due to the differences in job attributes, service objects, task rights and responsibilities, job content, and environmental context in the public and private sectors, the job satisfaction of employees in the public and private sectors is also different. Therefore, it is worth exploring the impact of job satisfaction on turnover intention.

Relevant empirical research results have pointed out that there are many factors that affect personnel turnover, with workload and job satisfaction as important antecedent variables that affect turnover intentions. Related studies have also pointed out that psychological contract perception has an important relationship with the idea of turnover, which can reduce personnel turnover, and the two show a negative relationship (Azeem et al., 2020; Dwiyantri et al., 2019; Hui, 2021). Therefore, it is also worthy of further investigation to explore the influence of the hidden relational psychological contract of public sector personnel on turnover intention, and whether the relationship between workload and turnover intention has changed significantly after the active involvement of relational psychological contract and job satisfaction.

With the evolution of public administration reform, public sector personnel are required to be service-oriented, and work pressure makes individuals lose their motivations and enthusiasm for service. Many people do not plan to work until they reach their retirement age, and even have the idea of leaving their jobs (Bao & Zhong, 2019). Therefore, this study aims to explore the relationship between workload, job satisfaction, relational psychological contract and turnover intention of public sector personnel, and to explore the mediating effects of job satisfaction and relational psychological contract between workload and turnover intention, and then put forward the research results and management implications to provide further references for public departments and personnel management units.

## **2. Literature Review**

### **2.1 Workload (WL)**

Work stress is a by-product of today's society, and it is also an important factor affecting the daily routine and work efficiency of modern people. It is common in all walks of life (Cheng & Ren, 2010); French and Kahn (1962) proposed the person-environment fit model to discuss the interaction between the individual and the environment from the perspective of fit, and considered the main factor of the interaction and coordination between the individual and the environment is from stress; excessive workloads drain individuals of resource costs such as attention, cognition, and reaction, and work tasks exceed personal capabilities, resulting in emotional stress, fatigue, and poor performance (Pang et al., 2020). It is also an individual's inability to cope with workload and Requirements, changing the state of mental health, causing phenomena that cannot be tolerated in terms of time, body and spirit (Lu & Liang, 2016). Thus, workload is one of the most important sources of work stress.

Excessive workload has always been the main factor that damages physical health, job burnout and negative emotional reactions will occur (Yang et al., 2014); excessive workload or work requirements will lead to low work efficiency and affect workplace health, which will lead to turnover thoughts and behaviors (Li et al., 2021; Xiaoming et al., 2014). In recent years, the public sector has implemented organizational reforms to improve slimming, flexibility. Personnel must devote more time and energy, excessive workload will affect personal and physical health. Therefore, the workload will lead to increased work pressure and frustration, and then promote the turnover tendency of personnel, resulting in a high turnover rate in the unit.

### **2.2 Job Satisfaction (JS)**

According to Herzberg et al. (1959) found that the factors that form job satisfaction and dissatisfaction are different, and proposed the Two-Factor Theory: "motivator factor" belongs to intrinsic effect satisfaction is mainly related to employees' self-realization, sense of achievement, respect and other factors; "hygiene factor" belongs to external effect satisfaction, which is mainly related to employees' salary, promotion opportunities, social impact and status, and other factors affected by the external environment. The insights put forward by this theory on job satisfaction and workplace adaptation are important discussions by most researchers.

Job satisfaction refers to the psychological state of positive or negative feelings that individuals have about the working environment or certain aspects of work; that is, the situation of job satisfaction or dissatisfaction due to different attitudes towards work, life, and related work things (Arnold & Feldman, 1982; Seal & Knight, 1988). Job satisfaction is a subjective reflection of personal satisfaction with the working environment and the job itself. It is a kind of satisfaction or comprehensive evaluation of the current job, also known as job satisfaction (Mahmood et al., 2011).

As far as the social exchange relationship is concerned, when employees are satisfied with the overall evaluation of the work itself, they have loyalty toward and a sense of belonging to the organization, they will show dedication to their duties at work, and it is easier to form good behaviors and attitudes (Bateman & Organ, 1983; Williams & Anderson, 1991). If the result is not satisfied, they will have the idea of leaving the job or other withdrawal behaviors (Ali et al.,

2009; Mobley, 1977; Tett & Meyer, 1993). It can be seen that the employee's job satisfaction is lower, the positive component of work is lower. It will affect the individual work performance, and also have a certain impact on the turnover rate of the unit.

### **2.3 Relation Psychological Contract (RPC)**

The concept of psychological contract is derived from social exchange theory. This concept is the cognition and interpretation of the reciprocal conditions between individuals and others. It emphasizes the individual's cognition of the obligations of the other party in the contract, and it will not appear in formal written documents (Argyris, 1960); The main foundation is based on the relationship between causes and contributions of the exchange model of psychological contract, which believes that employees provide contributions and efforts in response to organizational goals, such as loyalty, technology, time, creativity, etc. The organization provides relative incentives and rewards to meet employees' needs, such as salary, benefits, positions, safety, training, etc. (Moorhead & Griffin, 1998). when the employer meets the needs of the employee, the employee will work hard in return to maintain the mutual exchange relationship (Blau, 1964; Rogozinska-Pawelczyk, 2020). It not only has the nature of expectation, but also has the belief and commitment to the obligations. It can be mainly divided into two types: transactional psychological contract and relational psychological contract (Robinson & Rousseau, 1994; Rousseau, 1990).

Under the restrictions of the existing laws and regulations in the public sector, the measures such as salaries, rewards, and promotions are much more rigid than those in the private sector, resulting in the exchange behavior of transactional psychological contracts, which are not widely used by units and supervisors (Coyle-Shapiro & Kessler, 2003); on the other hand, the relational psychological contract focuses on the relationship of social exchange and interdependence, such as loyalty, trust, support and feedback, etc., and the organization can provide timely care and assistance to employees to establish long-term, sustainable and stable relationship (Dwiyanti et al., 2020; Raja et al., 2004). Therefore, personnel's expectations and importance of hidden relational psychological contracts are higher than those of transactional psychological contracts; in other words, relational psychological contracts play a very important role in the interaction between units and personnel.

### **2.4 Turnover Intention (TI)**

According to Mobley (1982) proposed that in the turnover decision process model, workers evaluate their current job and feel satisfied or dissatisfied as a result. If they are dissatisfied with the job, they will have an intention to leave or withdraw behavior, forming the thoughts and behaviors of looking for a new job, and comparing the differences between the new job and the current job, which leads to the tendency to leave or stay in the job, and ultimately the fact that resignation behavior occurs. This model can predict turnover behavior and has become an important tool for most researchers to measure turnover intention.

Turnover intention is the psychological state of an individual who, after working in a certain position in an organization for a period of time, experiences job dissatisfaction and withdraws, intending to leave the current job and look for other job opportunities (Mobley, 1977). It is also the last stage of a series of cognition process of quitting, and it is the pre-variable that can best predict whether the actual turnover behavior occurs (Iverson & Deery, 1997). It can enhance

employees' perceptions of participation, identification, commitment, and loyalty, and satisfy employees' inner and spiritual levels, which will definitely increase the willingness to stay and retain the key human capital of the organization (Chen, 2001; Bang, 2015).

Turnover intention is an individual's satisfaction or dissatisfaction with the current job evaluation results. If the job is not satisfied, there will be thoughts of leaving or other withdrawal behaviors, and want to quit the current work and other negative thoughts (Takase et al., 2008; Mobley, 1982). It is also a psychological phenomenon or attitude tendency of a person who may leave the job and find another job. Measuring the actual turnover behavior may take place (Tett & Meyer, 1993; Thatcher et al., 2002). Therefore, when individuals are satisfied with the job itself and the work situation, they are willing to stay in the organization and continue to work for the unit, which will form a higher willingness to stay and be less prone to turnover.

## **2.5 Study the Relationship of Variables**

### **2.5.1 The relationship between WL and TI**

Researches on workload and turnover intention emphasize that under high work stress environments, workload is the biggest source of stress and the main factor for personnel turnover, and there is a positive relationship between workload and turnover intention, indicating that workload have a significant effect on turnover behavior (Giauque et al., 2019; Holland et al., 2019; Labrague et al., 2018). Therefore, this study proposes H<sub>1</sub>: "Work load has a significant positive impact on turnover intention."

### **2.5.2 The relationship between WL and JS**

In the related researches on workload and job satisfaction, it is proposed that when employees feel higher support and job satisfaction, they will have a positive perception of the work situation, which can weaken the workload feeling and help improve personal physical and mental health and development. There is a negative relationship between workload and job satisfaction (Kong et al., 2020; Liu & Lo, 2018). Therefore, this study proposes H<sub>2</sub>: "Work load has a significant negative impact on job satisfaction."

### **2.5.3 The relationship between WL and RPC**

In the researches on workload and relational psychological contract, it is pointed out that excessive workload of personnel will cause a bad relationship in relational psychological contract, which will affect the dedication and contribution of personnel to the unit, indicating that there is a significant negative relationship between workload and relational psychological contract. That is, the higher the perception of workload, the lower the perception of relational psychological contract (Yang & Hung, 2012; Yanti & Ana, 2020; Dwiyantri et al., 2020). Therefore, this study proposes H<sub>3</sub>: "Workload has a significant negative impact on relational psychological contracts."

### **2.5.4 The relationship between JS and TI**

In the researches on job satisfaction and turnover intention, it is advocated that when employees have a high level of job satisfaction, they maintain enthusiasm and ambition for their work, are less likely to experience job burnout, and have lower perceptions of turnover intention, which is called job satisfaction. There is a significant negative impact on turnover intention (Lee

et al., 2020; Lin et al., 2021; Waeyenberg et al., 2016). Therefore, this study proposes H<sub>4</sub>: “Job satisfaction has a significant negative impact on turnover intention.”

### **2.5.5 The relationship between RPC and TI**

In the researches on relational psychological contract and turnover intention, it is clarified that relational psychological contract exists in the reciprocal relationship between personnel and organizations to fulfill their obligations. There is a negative relationship between turnover intention (Azeem et al., 2020; Sheehan et al., 2019; Wang et al., 2017). Therefore, this study proposes H<sub>5</sub>: “Relational psychological contract has a significant negative impact on turnover intention.”

### **2.5.6 The relationship between WL, JS and TI**

The research results on workload, job satisfaction and turnover intention show that there is a significant positive relationship between the staff’s workload and turnover intention. After proper intervention of job satisfaction, the impact on turnover intention is significantly reduced and forms an intermediary. That is to say, the employee’s workload can further affect the perception of turnover intention through job satisfaction (Kuo et al., 2012; Li et al., 2021; Liu & Lo, 2018). Therefore, this study proposes H<sub>6</sub>: “Workload will significantly and positively affect turnover intention through job satisfaction.”

### **2.5.7 The relationship between WL, RPC and TI**

The research results on workload, relational psychological contract and turnover intention point out that there is a significant negative relationship between the workload of personnel and relational psychological contract (Yanti & Ana, 2020; Dwiyantri et al., 2020). Furthermore, there is a significant negative relationship between relational psychological contract and turnover intention (Azeem et al., 2020; Dwiyantri et al., 2019), it can be inferred that there may be a mediation effect in the relational psychological contract. Therefore, this study proposes H<sub>7</sub>: “Work load will significantly and positively affect turnover intention through relational psychological contract.”

### 3. Methodology

#### 3.1 Research framework

The main purpose of this study is to confirm the relationship between the staff’s workload, job satisfaction, relational psychological contract and turnover intention, and compare the influence of workload, job satisfaction and relational psychological contract on turnover intention, as well as the mediating function between job satisfaction, relational psychological contract and workload and turnover intention. The conceptual structure of the study is shown in Figure 1.

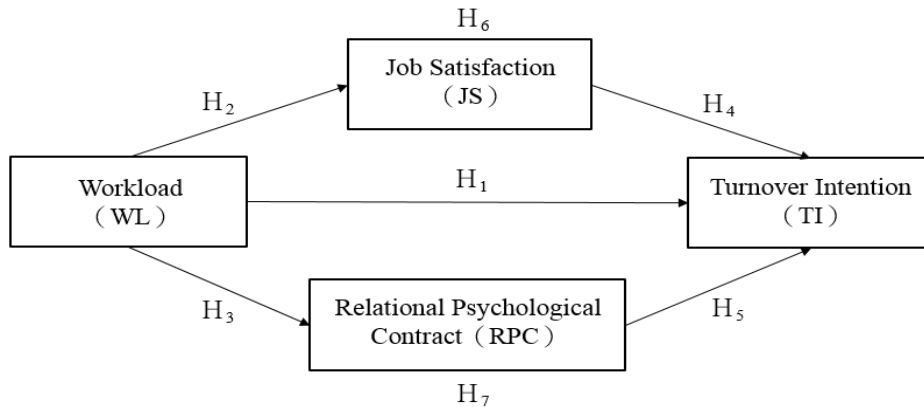


Figure 1 Research Framework

#### 3.2 Data Collection

This study uses the questionnaire as the source of data analysis, and Statistical computations were done using the Statistical Package for Social Sciences (SPSS). Using intentional sampling, the public servants of 29 district offices in New Taipei City of Taiwan were selected as the research objects. Before the survey, the district offices were contacted by telephone, and then the personnel department was requested to distribute questionnaires to the main business operators of each units by mail. A total of 725 questionnaires were distributed, 615 questionnaires were returned, 33 invalid questionnaires were deducted, and 582 valid questionnaires were deducted; the effective recovery rate was 80.27%.

#### 3.3 Research Scales

The workload scale makes use of the 7 items of “overwork overload” in the work stress scale of Caplan et al. (1975); the job satisfaction scale is the use of the “overall job satisfaction” of Evers et al. (2002); the relational psychological contract scale is the use of the 9 items of the “relational psychological contract” in the psychological contract scale of Raja et al. (2004); the turnover intention scale is the use of the Mobley (1977) “turnover scale” of 5 topics. Each scale is scored using a Likert five-point scale, ranging from “very disagree” or “very dissatisfied” to “very agree” or “very satisfied” with 1 to 5 points respectively. The higher the score, the higher the feeling, and vice versa.

### 4. Result

#### 4.1 Confirmatory Factor Analysis

This study uses Confirmatory Factor Analysis (CFA) in Structural Equation Modeling (SEM) to deal with the relationship between observed indicators and latent variables. In the first stage of this study, question 7 of the workload scale “I have to work very hard in my job” was measured. Its standardized factor loading was 0.47. It was deleted for not reaching the standard of 0.5 or above (Hair et al., 2006); in the second stage, the workload scale question 2 “I have to work very fast to get everything done in my job,” the job satisfaction scale question 5 “Your working conditions,” the relationship Question 2 of the psychological contract scale “I feel part of a team in this organization” and question 5 of the turnover intention scale “Thinking of quitting.” Because the MI value was too high, it showed that there was a correlation between the measurement errors, which might destroy the single-dimensionality of the scale and then deleted the questions (Chen & Hwang, 2006).

The overall model fitness Chi-square value of this study was 673.04, the degrees of freedom was 183, and the ratio of Chi-square value to degrees of freedom was 3.68, which has reached a significant level ( $p < .001$ ). After discussion, the model adaptation degree is as follows: (1) Absolute adaptation indicators: GFI=0.90, AGFI=0.87, these two indicators are close to the standard of 0.90; and RMSEA=0.06 is a good adaptation ( $0.05 < RMSEA \leq 0.08$ ), it can be seen that the degree of fit between the theoretical model and the collected sample data is good; (2) Relative fit indicators: NFI=0.92, CFI=0.94, IFI=0.94, these three indicators are all greater than the standard of 0.90; (3) Simple-effective adaptation indicators: PNFI=0.80, PGFI=0.71, both indicators are greater than the standard of 0.50 (Chiou, 2019), showing that this model can effectively reflect the relationship between variables with a streamlined number of variables. The results of confirmatory factor analysis are shown in Figure 2.

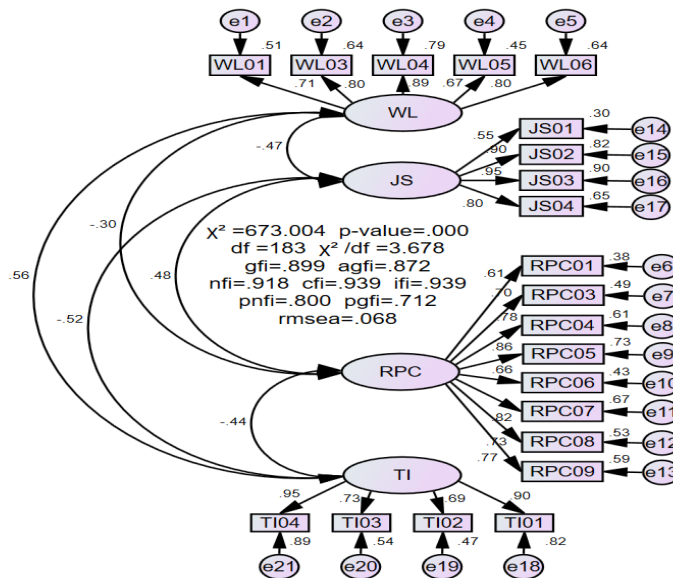


Figure 2 The Results of Confirmatory Factor Analysis



#### 4.2 Reliability Test

The critical value of the standardized factor loading of each topic in this study is between 0.55 and 0.95; in addition, the critical value of the combined reliability is greater than 0.70, indicating that it has good convergent validity; the square root value of the average variation extraction (AVE) of each research variable is 0.61, 0.66, 0.56, and 0.68, as shown in Table 1, the correlation coefficient between different concepts should be less than the square root of AVE of each concept, indicating good discriminant validity.

The Cronbach's  $\alpha$  coefficient values of each research variable in this study are 0.88, 0.87, 0.91, and 0.89, which have reached above 0.80, indicating very good reliability. To sum up, it is known that each research variable uses convergent validity, discriminant validity, and Cronbach's  $\alpha$  value to test the consistency and correctness of the theory. After testing, all of them meet the requirements and standards. The results of validity and reliability analysis of each research variable are shown in Table 1.

**Table 1** *The Results of the Variables' Validity and Reliability*

Variable	Item	Standardized Factor Loading	Composite Reliability	AVE.	Cronbach's $\alpha$ Alpha
WL	1~5	0.67~0.89	0.88	0.61	0.88
JS	1~4	0.55~0.95	0.88	0.66	0.87
RPC	1~8	0.61~0.86	0.91	0.56	0.91
TI	1~4	0.69~0.95	0.89	0.68	0.89

#### 4.3 Results of Descriptive Analysis

Among the perceptions or feelings of the research variables, workload (M=3.38) was the highest, followed by relational psychological contract (M=3.26) and job satisfaction (M=3.15) and turnover intention (M=2.95) to be lower. Work load perceptions of staff are relatively high with "My workload is too heavy in my job" (M=3.56); job satisfaction Feelings are lower in terms of "The degree to which you can personally develop or grow in your job" (M=2.83); relational psychological contract perception is expressed in "My career path in the organization is clearly mapped out" (M=2.97) was lower; the perception of turnover intention was higher with "Probability of finding an acceptable alternative" (M=3.21) and "Intention to search" (M=3.11).

#### 4.4 Results of Correlation Analysis

Workload has a significant positive correlation with turnover intention ( $r=0.49, p<.001$ ) and has a significant negative correlation with job satisfaction and relational psychological contract ( $r=-0.48, p<.001$ ), ( $r=-0.28, p<.001$ ); there is a significant negative correlation between job satisfaction, relational psychological contract and turnover intention ( $r=-0.53, p<0.001$ ), ( $r=-0.41, p<.001$ ), indicating that there is a certain relationship and directionality between research variables. The results of the correlation analysis of each research variable are shown in Table 2.

**Table 2** *The Results of the Correlation Analysis of Each Research Variable*

Variable	WL	JS	RPC	TI
WL	<b>0.61</b>			
JS	-0.48***	<b>0.66</b>		
RPC	-0.28***	0.48***	<b>0.56</b>	
TI	0.49***	-0.53***	-0.41***	<b>0.68</b>

*Note:* The bold numbers on the diagonal are the square root of AVE. \*\*\* $p < .001$

#### 4.5 Results of Regression Analysis

Work load has a significant positive effect on turnover intention ( $\beta=0.49$ ,  $p < .001$ ), and its explanatory power is 23.85%. This research result shows that the higher the feeling of workload, the higher the perception of turnover intention, which echoes the fact that the workload has a positive relationship with turnover intention (Jou et al., 2013; Liu & Lo, 2018; Xiaoming et al., 2014). Therefore, H<sub>1</sub> of this study: “Work load has a significant positive impact on turnover intention” is supported.

Workload has a significant negative impact on job satisfaction ( $\beta=-0.47$ ,  $p < .001$ ) with an explanatory power of 21.46%. The results of the study indicate that the higher the workload, the lower the perception of job satisfaction. This echoes the fact that there is a negative relationship between workload and job satisfaction (Inegbedion et al., 2020; Labrague et al., 2018; Tatsuse & Sekine, 2013). Therefore, H<sub>2</sub> of this study: “Work load has a significant negative impact on job satisfaction” is supported.

The workload has a significant negative impact on the relational psychological contract ( $\beta=-0.28$ ,  $p < .001$ ) with an explanatory power of 7.62%. The research results show that the higher the workload, the lower the perception of the relational psychological contract. There was a significant negative relationship between this responsive workload and a relational psychological contract (Dwiyanti et al., 2020; Yang & Hung, 2012; Yanti & Ana, 2020). Therefore, H<sub>3</sub> of this study: “Workload has a significant negative impact on relational psychological contracts” is supported.

Job satisfaction has a significant negative impact on turnover intention ( $\beta=-0.53$ ,  $p < .001$ ), and its explanatory power is 27.63%. The research results show that the higher the job satisfaction, the lower the perception of turnover intention, responding to a significant negative relationship between job satisfaction and turnover intention (Haq et al., 2011; Labrague et al., 2018; Ran et al., 2020). Therefore, H<sub>4</sub> of this study: “Job satisfaction has a significant negative impact on turnover intention” is supported.

Relational psychological contract has a significant negative impact on turnover intention, ( $\beta=-0.41$ ,  $p < .001$ ), and its explanatory power is 16.52%. The research results show that the better the perception of relational psychological contract, the lower the perception of turnover intention. There is a significant negative relationship between relational psychological contract and turnover intention (Hui, 2021; Sheehan et al., 2019). Therefore, H<sub>5</sub> of this study: “Relational psychological contract has a significant negative impact on turnover intention” is supported. The results of the regression analysis of each research variable are shown in the Table 3.

**Table 3** *The Results of the Regression Analysis of Each Research Variable*

Variable		$\beta$ -value	t-value	F-value	$\Delta R^2$
WL	TI	0.49***	13.53***	182.92***	0.24
WL	JS	-0.47***	-12.71***	161.41***	0.22
WL	RPC	-0.28***	-6.99***	48.96***	0.08
JS	TI	-0.53***	-14.93***	222.84***	0.28
RPC	TI	-0.41***	-10.77***	115.95***	0.17

\*\*\* $p < .001$

Work load has a significant impact on turnover intention ( $\beta=0.49$ ,  $p<.001$ ) with an explanatory power of 23.84%. After the intervention of job satisfaction, the regression coefficient  $\beta$  value on turnover intention drops from 0.49 to 0.31, with an explanatory power of 35.13%, showing a significant impact and a decline, which can explain the partial mediating effect of job satisfaction, which echoes the mediating effect of job satisfaction between workload and turnover intention (Kuo et al., 2012; Liu & Lo, 2018). Therefore, H<sub>6</sub> of this study: “Workload will significantly and positively affect turnover intention through job satisfaction” is supported. The results of hierarchical regression analysis of job satisfaction between workload and turnover intention are shown in Table 4.

**Table 4** *The Results of Hierarchical Regression Analysis of JS between WL and TI*

Variable	JS	TI	TI	TI
	$\beta$ -value	$\beta$ -value	$\beta$ -value	$\beta$ -value
WL	-0.47***	<b>.049***</b>	—	<b>0.31***</b>
JS	—	—	-0.53***	-0.38***
F value	161.41***	182.92***	222.84***	158.34
$\Delta R^2$	0.22	0.24	0.28	0.35

\*\*\* $p < .001$

Workload has a significant impact on turnover intention ( $\beta=0.49$ ,  $p<.001$ ) with an explanatory power of 23.84%. After the relational psychological contract is involved, the regression coefficient  $\beta$  on turnover intention drops from 0.49 to 0.41, with an explanatory power of 31.74%, showing a significant effect and a decrease, which can explain the partial mediating effect of relational psychological contract, which echoes the mediating effect of relational psychological contract between workload and turnover intention (Dwiyanti et al., 2020). Therefore, H<sub>7</sub> of this study: “Work load will significantly and positively affect turnover intention through relational psychological contract” is supported. Table 5 shows the results of hierarchical regression analysis of relational psychological contract between workload and turnover intention.

**Table 5** *The Results of Hierarchical Regression Analysis of RPC between WL and TI*

Variable	RPC	TI	TI	TI
	$\beta$ -value	$\beta$ -value	$\beta$ -value	$\beta$ -value
WL	-0.28**	<b>.049***</b>	—	<b>0.41***</b>
RPC	—	—	-0.41***	-0.29***
<i>F</i> value	48.96***	182.92***	115.92***	136.07***
$\Delta R^2$	0.08	0.24	0.17	0.32

\*\*\* $p < .001$ 

#### 4.6. Results of PROCESS Analysis

The analysis of the mediation effect in this study uses the SPSS plug-in PROCESS (4.3v) software developed by Hayes (2013), and the built-in Model 4 of the program is selected according to the research structure. The single mediating variable is divided between the independent variable and the dependent variable to analyze the mediation model of the relationship between variables by using 5,000 Bootstrap Resamples to test the difference in the mediation effect and estimate the upper and lower limits of the 95% confidence interval. If the upper and lower limits do not include 0, the null hypothesis is rejected and indicates a significant effect (Preacher & Hayes, 2008; Preacher et al., 2007). This study verifies the relationship between workload, job satisfaction, relational psychological contract, and turnover intention. The upper and lower limits of the trust intervals (95% CI) of the total effect, direct effect, and indirect effect do not include 0. It shows that job satisfaction and relational psychological contract have partial mediating effects between workload and turnover intention, indicating that the test results of  $H_6$  and  $H_7$  are also supported. The results of the mediation test between job satisfaction and the relational psychological contract between workload and turnover intention are shown in Table 6 and Table 7.

**Table 6** *The Results of PROCESS Analysis of JS between WL and TI*

	Variable	coeff / effect	<i>se</i>	<i>t</i>	<i>p</i>	LLCI	ULCI
a	WL → JS	-0.47	0.04	-12.70	.000	-0.54	-0.40
b	JS → TI	-0.44	0.04	-10.10	.000	-0.52	-0.35
c'	WL → TI	0.36	0.04	8.25	.000	0.27	0.44
c	Total effect	0.56	0.04	13.52	.000	0.48	0.64
c'	Direct effect	0.36	0.04	8.25	.000	0.27	0.44
a*b	Indirect effect	0.21	0.03			0.15	0.26

**Table 7** *The Results of PROCESS Analysis of RPC between WL and TI*

	Variable	coeff / effect	se	t	p	LLCI	ULCI
a	WL → RPC	-0.22	0.03	-7.00	.000	-0.28	-0.16
b	RPC → TI	-0.43	0.05	-8.25	.000	-0.53	-0.33
c'	WL → TI	0.56	0.04	13.52	.000	0.48	0.64
c	Total effect	0.56	0.04	13.52	.000	0.48	0.46
c'	Direct effect	0.47	0.04	11.42	.000	0.39	0.55
a*b	Indirect effect	0.09	0.02			0.06	0.14

## 5. Conclusion

### 5.1 Study Found

The results of this study found that the personnel's perception of each research variable is at a medium level, with workload being the highest, job satisfaction and relational psychological contract taking the second place, and turnover intention being the lowest; moreover, workload has a positive effect on turnover intention and it has negative influence on job satisfaction and relational psychological contract; job satisfaction and relational psychological contract have negative influence on turnover intention; among them, job satisfaction and relational psychological contract have a partial mediating effect between workload and turnover intention.

In the feeling of workload, the personnel must complete the work at a very fast speed and the workload is too heavy so that there is no breathing time to rest. Thus, they are very tired of regular overtime work. It can be seen that the excessive workload of personnel will lead to poor work performance, low mood, and poor health and then generate the intentions and behaviors to leave the workplace.

In terms of job satisfaction, employees feel dissatisfied with the degree of personal development provided by the job and the current working environment, which means that the employees have insufficient feelings about the current working conditions and personal development. Due to the lack of flexibility in salary, welfare system and promotion channels in the public sector under the restrictions of existing regulations, internal incentives are relatively insufficient, and the promotion speed is relatively slow, resulting in personnel who cannot meet their personal needs in terms of their positions, working conditions and future development. And then they will form the idea of resignation.

Among the perceptions of employees toward the relational psychological contract, the perception of not clearly planning the career path of employees is the most obvious deficiency, which means that the unit obviously cannot meet the expectations and needs of employees in the planning and management of employee career paths. The paths and opportunities for career development will cause employees to have negative and discouraging emotional reactions and work attitudes. They will not be able to form a solid sense of identity with the unit, which will increase the perception of turnover intention and even cause turnover behavior.

The high workload of the public sector has become a common phenomenon. When the employees feel that the working environment and internal psychological contract are not satisfied, by improving the internal working environment and conditions, and providing personnel with work growth and career development channels, the impact of workload on employees can be significantly reduced the effect of turnover intention. In other words, the public sector should not only improve employees' job satisfaction but also pay attention to the degree of fulfillment of their relational psychological contracts, which can significantly weaken the perception of turnover intention and have a certain effect on employees' willingness to stay.

## **5.2 Management Implications**

In the case of unavoidable excessive workload, the public sector should formulate appropriate manpower policies, and provide a good working atmosphere, professional training and further training opportunities, and a fair promotion and reward system. With career planning and attention, career development opportunities assistance, and related resources, it will weaken the effect of personnel on turnover intention; that is, the more the unit satisfies the employees' awareness of the working situation and relational psychological contract, the more balance is achieved in each other's minds. There will be more harmonious tacit understanding between the sector and the public servants (employees), which can increase personnel job satisfaction, productivity and willingness to stay.

When organizations are facing high workloads today, they should strengthen the satisfaction of employees with the working environment and the reciprocal relationship between psychological contract fulfillment obligations, provide employees with career development opportunities, and measures such as reward methods and promotion channels in order that employees feel the unit's rewards toward their efforts and contributions. This will produce positive and definite work attitudes and behaviors, which can effectively reduce the impact of turnover intention. Specifically, organizations should give priority to improving employee job satisfaction, and strengthen employees' internal psychological contract practice in order to promote employees' work efficiency and reduce turnover intention.

## **5.3 Research limitations**

This study uses variables such as work pressure, job satisfaction, and relational psychological contract as the main factors to explore the turnover intention of public servants. There are other variables in organizational behavior that will also affect the turnover intention of employees. This study is limited to exploring variables, factors such as the researcher's manpower, material resources, and time are not included in the scope of the study. In addition, this study focuses on civil servants in local agencies, and the conclusions cannot be inferred from the turnover tendency of public servants in central agencies.

## **5.4 Suggestions for future research**

This study found that the workload of public servants is one of the main sources of stress under the current work situation and legal restrictions. In the future, researchers can further explore the key factors that affect workload; in addition, the agency has a clear plan for the employees' careers. Their perception of paths is obviously insufficient. Future researchers can develop evaluation indicators to measure personnel career paths and development. Finally,

because it is difficult to measure the hidden meaning behind personnel's psychological contracts, future researchers can use qualitative research to explore the in-depth impact of turnover intention.

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