THE EFFECT OF COMPENSATION AND WORKLOAD ON EMPLOYEEPERFORMANCE WITH TURNOVER INTENTION AS A MEDIATION VARIABLE IN SAVE THE CHILDREN INDONESIA

Kurwiany Kurwiany[1], Emmanuel Bayu Dhirgantara[2]
[1] Mercu Buana University, Jakarta, Indonesia, dessy.ukar@gmail.com
[2] Mercu Buana University, Jakarta, Indonesia, bayudhirgantara1@gmail.com

Corresponding Author: Kurwiany[1]

Abstract: This study aims to determine and analyze the effect of compensation and workload of turnover intention and performance in Save the Children Indonesia. To find out and analyze the effect of compensation and workload on performance with Turnover Intention as a mediation variable in Save the Children Indonesia. The population in this study were all Save The Children Indonesia employees, as many as 303 people, the sample method used was probability sampling then the sampling technique used a simple random sampling, the number of samples used in this study were 91 employees in Save the Children Indonesia. Data analysis method uses Structural Equation Model (SEM) with the help of the SmartPLS program version 3.2.9. The results of the study in this study indicate that compensation affects Turnover Intention in Save the Children Indonesia. Workload affects Turnover Intention in Save the Children Indonesia. Compensation affects the performance of employees in Save the Children Indonesia. Workload affects the performance of employees in Save the Children Indonesia. Turnover Intention influences the performance of employees in Save the Children Indonesia. Compensation affects the performance of employees by being mediated by Turnover Intention in Save the Children Indonesia. Workload affects the performance of employees by being mediated by Turnover Intention in Save the Children Indonesia.

Keywords : Compensation, Workload, Turnover Intention, Employee Performance.

INTRODUCTION

The success of an organization in achieving predetermined goals is very dependent on the ability of its human resources in carrying out their duties (Paramitadewi, 2017). In order to achieve optimal results, the human resources in the organization must be managed as much as possible in order to be comfortable in performing their functions and to achieve the best possible results. This condition also applies to Save the Children Indonesia, which is a non-profit organization focuses on child protection programs. Current situation at Save the Children

Indonesia is that the level of employee performance is not optimal, this was concluded based on the results of a survey which shown that quite several employees were unable to complete their work on time.

This study surveyed 30 initial respondents to prove what factors had the most influence on performance at Save the Children Indonesia. It was known that the survey results shown several factors that affected performance. Variables which attracted the attention of researchers included compensation, workload, and turnover intention. This was supported by the respondent's answer regarding the statement submitted, where the compensation variable was known as many as 96.7% of respondents answered yes about "Compensation doesn't match responsibilities received", as many as 53% answered yes about "Providing good compensation affects performance". This indicated that the provision of compensation at Save the Children Indonesia was still not optimal. This condition must be considered, because the compensation provided by the organization was not based on the duties and responsibilities carried out. With the incompatibility of the compensation provided, it will reduce the level of employee satisfaction in carrying out the work so that it had an impact on decreasing employee performance. The research of Husin et al. (2021) proved that compensation had a significant positive impact on employee performance. the result was different from the research of Mundakir & Zainuri (2018) which stated that compensation did not have a significant impact on performance. Bhatt & Sharma (2019), argued that there was a negative impact between compensation and turnover intention. while Purwati et al. (2020) explained that compensation and workload did not have a significant impact on turnover intention.

It was also found that 66.7% of respondents answered yes about "Excessive pressure on the job". This indicated that there was a lot of pressure or time to get the job done. This should be taken into account by management, because a huge workload will be resulted in a drop on performance, or this means that huge workload will affect the performance of the employee and vice versa. This also resulted on high expectations of employee engagement. The result of a study conducted by Rolos (2018) suggested that workload affected employee performance. Meanwhile, the findings of Murali et al. (2017) noted that workload did not have a significant impact on employee performance. The Fitriani & Yusiana (2020) then stated that load had a significant and positive effect on conversion prospects.

Furthermore, the chosen factor was the turnover intention variable which was supported by the respondents' answers as many as 66.7% answered yes about "Emergence thoughts of leaving the organization". The desire to leave work or the organization causes employees to do work that is not according to the existing procedures in the organization, thus automatically causing employee performance to decrease. If the compensation and the amount of workload are not in accordance with what employees expect, this will lead to employee dissatisfaction and the emergence of a desire to move. The higher the employee's turnover intention, the lower the employee's performance.

Based on the results of a survey regarding the statement submitted, where the performance variable was known as many as 96.7% of respondents answered yes about "Work

received can't always be completed". This indicates that there were still respondents who stated that the performance of the Save the Children Indonesia organization had not shown optimal work.

From the findings and comparisons with previous studies regarding compensation and workload, performance and turnover intention, it can be seen that there was a research gap. Therefore, it was very interesting to conduct a research entitled "The Effect of Compensation and Workload on Performance with Turnover Intention as a Mediation Variable at Save The Children Indonesia."

LITERATURE REVIEW
Employee Performance

Employee performance is work output or performance. Now production is not only the results of work, but also includes a picture of job performance. Productivity is a function that is closely related to organizational goals, customer satisfaction and affects financial aspects (Indriani, 2018).

Affandi et al. (2021) argued that performance was the results of the work that an individual or group of people in a company can do to achieve the objectives of the companies operating within the law, in accordance with their leadership and responsibilities, not violating the law and according to ethics or behavior. Staff work can be measured in five categories, based on Mathis and Jackson (2011:378) in Arifin et al. (2016): number of decisions, quality of outcomes, decision time, involvement, and ability to work together.

Compensate

According to Sinambela (2016) compensation is the amount of remuneration paid to employees in exchange for services provided to the organization. The main goal is to attract, retain and motivate employees. At the same time, according to Anthonia et al. (2019) reimbursement is any form of financial income. and outstanding services and benefits received by employees as part of compensation for wage-related employment. Incentive compensation, bonuses, and commissions. According to the theory of Agustine & Nawangsari (2020), compensation is measured by two dimensions: direct compensation and indirect compensation.

Workload

According to Vanchapo (2020) workload is a series of tasks or tasks that an employee must perform over time. If someone can do and adjust to the current task, then this is not a difficult task. Thus, if an employee is not successful, the jobs and responsibilities become a task. Hard work is the amount of work that had been done or given by part of the organization or position, resulting in more time and work to do (Indriani, 2018). The indicators used to measure the workload based on the theory from Agustine & Nawangsari (2020) were targets to be achieved, working conditions, use of working time, and work standards.

Turnover Intention

Robbins & Judge (2018), argued that turnover intention was the tendency or the extent to which a person had the opportunity to leave the company voluntarily or involuntarily due to the low attractiveness of his current job and the availability of other alternative jobs.

Turnover intention is the degree of desire to leave the organization, can have several reasons, and one of them is the desire to get a good job (Sutikno, 2020). Employee expectations were measured using three models from Agustine & Nawangsari (2020), ie thought of resignation, thought to quit and the intention to find another job.

Conceptual Framework

The framework shown the relationship of independent variables, in terms of compensation (X1), workload (X2), the dependent variable is Employee Performance (Y) and the mediating variable is Turnover Intention (Z). Can be described, among others:
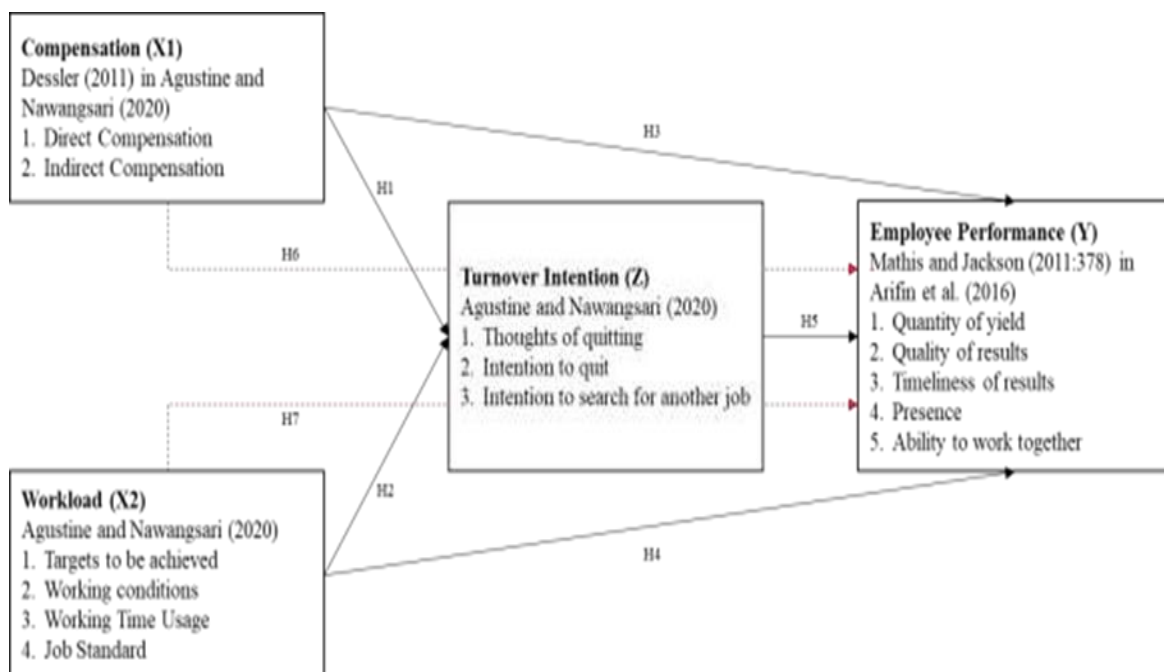

Figure 1. Conceptual Framework

Hypothesis :
H1   : Compensation affects turnover intention
H2   : Workload affects turnover intention
H3   : Compensation affects employee performance
H4   : Workload affects employee performance
H5   : Turnover intention affects employee performance
H6   : Compensation affects employee performance mediated by turnover intention
H7   : Workload affects employee performance mediated by turnover intention

RESEARCH METHODS

This study used quantitative analysis. The data provided in this study was collected directly from Save the Children Indonesia staff. The use of the data set was to test instructions with a standard model (SEM) with the SmartPLS version. 3.2.9.

FINDINGS AND DISCUSSION

The variables used in this study: compensation (X1) using four indicators, workload (X2) using eight indicators, turnover intention (Z) using six indicators and employee performance (Y) using nine indicators. Ghozali & Latan (2015).

Evaluation of the Measurement Model (Outer Model)
1. Convergent Validity

Ghozali & Latan (2015), suggested that an indicator is considered highly reliable if the load weight is greater than 0.70.
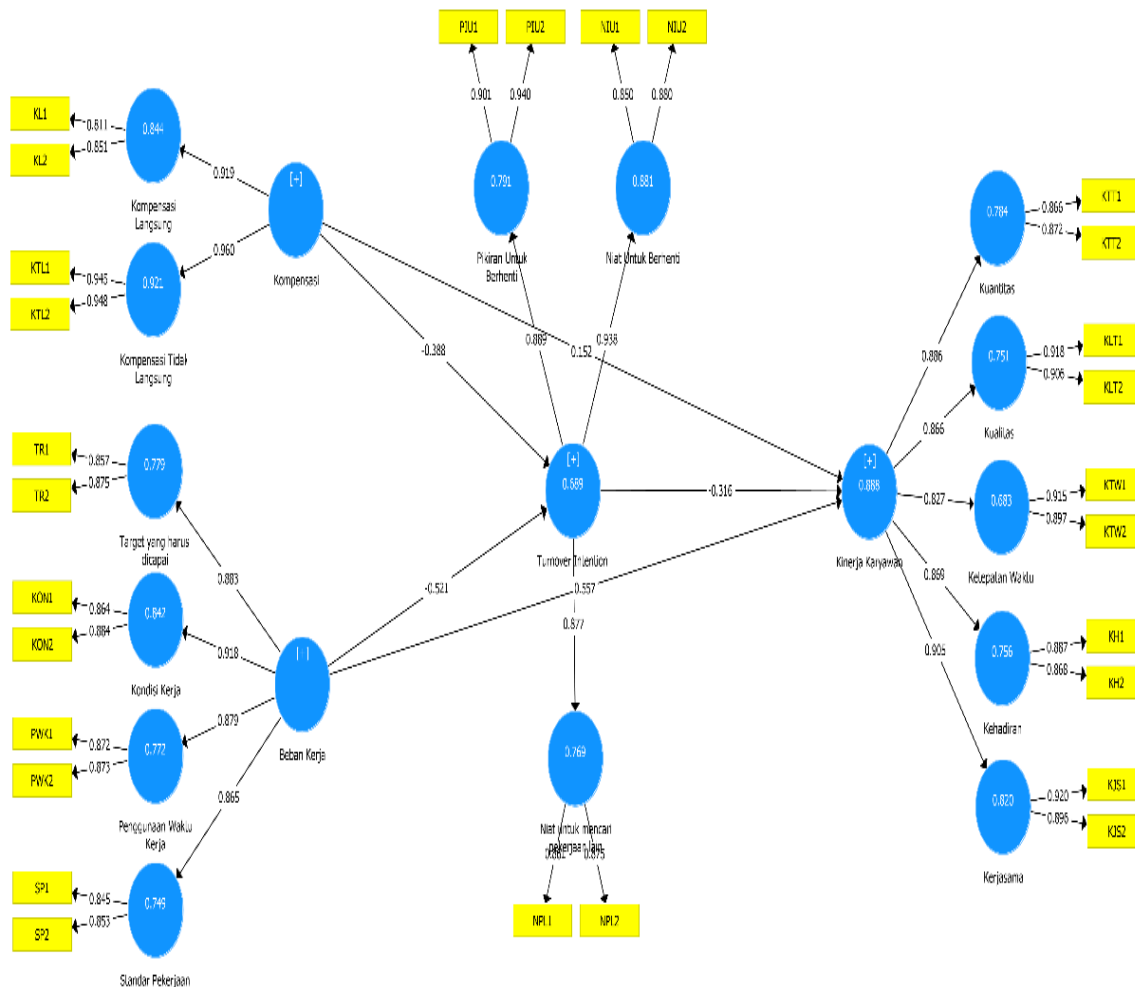
Source: Results of Data Processing with SmartPLS 3.2.9
Figure 2. Outer Model Results

2. Discriminant Validity

a. Cross Loading

A cross-loading is a contributing factor in determining whether a latent variable is sufficiently discriminating is to differentiate the correlation between the indicator and other latent variables (Ghozali & Latan, 2015). An indicator is considered valid if the cross-loading value is > 0.7 and the cross-loading value must be greater than the other variables. Table 1 shows the results of the discriminant test validity. This indicated that all of these variables were valid.

Table 1. Cross Loading Value

	Direct Compensation	Indirect Compensation	Targets to be achieved	Working Condition	Working Time Usage	Job Standard	Thoughts To Stop	Intention To Stop	Intention to find another job	Quantity	Quality	Punctuality	Presence	Cooperation
KL1	0,811	0,581	0,445	0,488	0,477	0,415	-0,501	-0,421	-0,343	0,475	0,507	0,511	0,421	0,437
KL2	0,851	0,696	0,336	0,416	0,328	0,503	-0,494	-0,399	-0,458	0,413	0,473	0,383	0,469	0,555
KTL1	0,701	0,945	0,439	0,584	0,532	0,519	-0,743	-0,637	-0,614	0,621	0,559	0,560	0,668	0,602
KTL2	0,757	0,948	0,517	0,612	0,532	0,653	-0,666	-0,621	-0,618	0,639	0,641	0,584	0,683	0,668
TR1	0,431	0,473	0,857	0,592	0,539	0,638	-0,505	-0,486	-0,540	0,559	0,627	0,529	0,502	0,657
TR2	0,378	0,406	0,875	0,663	0,674	0,595	-0,460	-0,487	-0,463	0,539	0,597	0,547	0,488	0,588
KON1	0,573	0,611	0,583	0,864	0,601	0,665	-0,602	-0,648	-0,575	0,687	0,717	0,560	0,667	0,681
KON2	0,381	0,499	0,683	0,884	0,739	0,632	-0,516	-0,582	-0,541	0,685	0,641	0,659	0,576	0,620
PWK1	0,408	0,520	0,599	0,714	0,872	0,504	-0,613	-0,606	-0,592	0,649	0,674	0,701	0,605	0,642
PWK2	0,427	0,461	0,626	0,629	0,873	0,605	-0,538	-0,582	-0,577	0,547	0,578	0,619	0,564	0,581
SP1	0,451	0,492	0,583	0,558	0,616	0,845	-0,493	-0,401	-0,446	0,533	0,502	0,470	0,531	0,552
SP2	0,490	0,561	0,623	0,699	0,465	0,853	-0,522	-0,518	-0,574	0,690	0,635	0,525	0,646	0,682
PIU1	-0,581	-0,660	-0,526	-0,545	-0,555	-0,530	0,901	0,571	0,419	-0,565	-0,531	-0,507	-0,593	-0,566
PIU2	-0,528	-0,707	-0,503	-0,622	-0,651	-0,569	0,940	0,807	0,689	-0,632	-0,637	-0,634	-0,682	-0,649
NIU1	-0,464	-0,516	-0,453	-0,640	-0,633	-0,465	0,674	0,850	0,542	-0,609	-0,590	-0,638	-0,635	-0,638
NIU2	-0,392	-0,629	-0,516	-0,579	-0,550	-0,474	0,647	0,880	0,794	-0,647	-0,576	-0,587	-0,624	-0,601
NPL1	-0,393	-0,501	-0,467	-0,572	-0,572	-0,496	0,506	0,668	0,861	-0,550	-0,497	-0,541	-0,556	-0,569
NPL2	-0,448	-0,626	-0,533	-0,535	-0,591	-0,547	0,566	0,685	0,875	-0,562	-0,618	-0,574	-0,618	-0,635
KTT1	0,435	0,570	0,497	0,648	0,519	0,614	-0,537	-0,583	-0,516	0,866	0,533	0,426	0,844	0,660
KTT2	0,488	0,587	0,602	0,715	0,670	0,640	-0,597	-0,679	-0,595	0,872	0,606	0,706	0,574	0,637
KLT1	0,600	0,624	0,649	0,677	0,667	0,609	-0,625	-0,617	-0,611	0,608	0,918	0,690	0,637	0,686
KLT2	0,468	0,530	0,638	0,738	0,641	0,614	-0,540	-0,610	-0,561	0,588	0,906	0,590	0,525	0,696
KTW1	0,510	0,611	0,598	0,661	0,699	0,552	-0,610	-0,678	-0,583	0,663	0,665	0,915	0,543	0,627
KTW2	0,454	0,478	0,524	0,604	0,671	0,509	-0,521	-0,598	-0,582	0,515	0,608	0,897	0,518	0,570
KH1	0,511	0,620	0,562	0,623	0,586	0,679	-0,652	-0,650	-0,631	0,678	0,610	0,502	0,887	0,766
KH2	0,427	0,633	0,435	0,620	0,589	0,534	-0,569	-0,626	-0,554	0,755	0,508	0,527	0,868	0,559
KJS1	0,590	0,652	0,688	0,711	0,667	0,720	-0,613	-0,677	-0,667	0,690	0,766	0,656	0,743	0,920
KJS2	0,493	0,563	0,611	0,634	0,603	0,594	-0,592	-0,618	-0,591	0,665	0,601	0,539	0,630	0,896

Source: Results of Data Processing with SmartPLS 3.2.9

b. Average Variance Extraction (AVE), Composite Reliability dan Cronbach Alpha

In addition, discriminative validity tests were performed by observing AVE scores, composite reliability, and Cronbach's alpha. The AVE score criterion is said to be good when the score is greater than 0.50, and the composite reliability score is said to be reliable when the score is greater than 0.70 and the Cronbach's alpha is greater than 0.60.

Table 2. Results of AVE, Composite Reliability and Cronbach Alpha

Variabel	Dimensi	Average Variance Extracted (AVE)	Composite Reliability	Cronbach's Alpha
Compensation	Direct Compensation	0,691	0,817	0,654
	Indirect Compensation	0,895	0,945	0,883
Workload	Targets to be achieved	0,750	0,857	0,668
	Working Condition	0,764	0,866	0,692
	Working Time Usage	0,761	0,864	0,686
	Job Standard	0,721	0,838	0,613
Turnover Intention	Thoughts To Stop	0,847	0,917	0,822
	Intention To Stop	0,748	0,856	0,665
	Intention to find another job	0,754	0,860	0,673
Employee Performance	Quantity	0,755	0,860	0,675
	Quality	0,831	0,908	0,798
	Punctuality	0,821	0,902	0,782
	Presence	0,770	0,870	0,701
	Cooperation	0,825	0,904	0,788

Source: Results of Data Processing with SmartPLS 3.2.9

From the results of the AVE test, Table 2 shows the combined reliability and Cronbach's alpha. This shows that the research model was a reliable and reliable measurement tool as all variables were valid and met reliable criteria.

Structural Model Testing (Inner Model)

Inner model aims to predict the relationship between variables used in this study. The inner model test consists of discrimination coefficient, predictive relevance, and effect size criteria.

1. Coefficient of Determination Test

This test was intended to measure the ability of a model to explain the variability of a dependent variable. The mock test results can be seen in Table 3 below.

Table 3. Results of the Coefficient of Determination

Variabel	Nilai R Square
Employee Performance	0,888
Turnover Intention	0,689

Source: Results of Data Processing with SmartPLS 3.2.9

From the R-squared value, it can be explained that the R-squared value of the employee performance variable was 0.888, indicating that 88.8% of the employee performance variable can be influenced by the variable reward, workload, and intention to fluctuate, the remaining 11.2% was influenced by variables other than research. Furthermore, the R-square value of turnover intention was 0.689 which indicated that 68.9% of the turnover intention variable can be influenced by compensation and burden variables, while the remaining 31.1% can be an effect of variable outside the study.

2. Hypothesis testing

In this study, the testing hypothesis used coefficient values, t-statistics, and p-values. The hypothesis was tested on 91 respondents with SmartPLS (Partial Least Square) software,

which can be seen from the bootstrap results. Smoke rule used in the research: t-statistical>1.96 or p-value < 0.05 (5%). The results of the hypothesis tests were shown in Table 4 below.

Table 4. Results of Path Coefficient, t-Statistics, and P-Values

	Original Sample	T Statistics	P-Values	Kesimpulan
Compensation -> Turnover Intention	-0,388	4,033	0,000	H1 Accepted
Workload -> Turnover Intention	-0,521	4,954	0,000	H2 Accepted
Compensation -> Employee performance	0,152	2,249	0,025	H3 Accepted
Workload -> Employee performance	0,557	6,188	0,000	H4 Accepted
Turnover Intention -> Employee performance	-0,316	3,977	0,000	H5 Accepted
Compensation -> Turnover Intention -> Employee performance	0,122	3,173	0,002	H6 Accepted
Workload -> Turnover Intention -> Employee performance	0,164	2,775	0,006	H7 Accepted

Source: Results of Data Processing with SmartPLS 3.2.9

First Hypothesis (H1)
According to the test results, the mean value was -0.388 with a t-value of 4.033> 1.96 and a p-value of 0.000 <0.05. It can be concluded that compensation had significant negative impact on turnover intention at Save the Children Indonesia.

Second Hypothesis (H2)
According to the test results, the mean value was -0.521 with a t-value of 4.954> 1.96 and a p-value of 0.000 <0.05. It can be concluded that workload had significant negative impact on turnover intention at Save the Children Indonesia.

Third Hypothesis (H3)
According to the test results, the mean value was +0.152 with a t-value of 2.249 > 1.96 and a p-value of 0.025 < 0.05. It can be concluded that compensation had significant positive impact on employee performance at Save the Children Indonesia.

Fourth Hypothesis (H4)
According to the test results, the mean value was +0.557 with a t-value of 6.188 > 1.96 and a p-value of 0.000 < 0.05. It can be concluded that workload had significant positive impact on employee performance at Save the Children Indonesia.

Fifth Hypothesis (H5)
According to the test results, the mean value was -0.316 with a t-value of 3.977 > 1.96 and a p-value of 0.000 < 0.05. It can be concluded that turnover intention had significant negative impact on employee performance at Save the Children Indonesia.

Sixth Hypothesis (H6)
According to the test results, the mean value was +0.122 with a t-value of of 3.173 > 1.96 and a p-value of 0.002 < 0.05. It can be concluded compensation had significant positive impact on employee performance mediated by turnover intention at Save the Children Indonesia.

Seventh Hypothesis (H7)
According to the test results, the mean value was +0.164 with a t-value of of 2.775 > 1.96 and a p-value of 0.006 < 0.05. It can be concluded workload had significant positive impact on employee performance mediated by turnover intention at Save the Children Indonesia.

CONCLUSIONS AND SUGGESTIONS
Conclusion
        From the results of the study, it was concluded that:
1. Compensation has an effect on turnover intention at Save the Children Indonesia.
2. Workload affects turnover intention at Save the Children Indonesia.
3. Compensation affects employee performance at Save the Children Indonesia.
4. Workload affects employee performance at Save the Children Indonesia.
5. Turnover intention has an effect on employee performance at Save the Children Indonesia.
6. Compensation affects employee performance mediated by turnover intention at Save the Children Indonesia.
7. Workload affects employee performance mediated by turnover intention at Save the Children Indonesia.

Suggestions
        From the conclusions of the research results, suggestions can be made to the organization and further research as follows:
1. Suggestions for Organizations
    a. In relation to the compensation variable, it was suggested to the organization to be able to provide salary/wages in accordance with the performance that had been done by employees. The compensation received will meet the employee's expectations of the compensation received for their work. So, with the provision of compensation in accordance with the fairness and expectations of employees, the morale of employees will increase in carrying out the work, and employees will feel satisfied and motivated to continue to improve their performance.
    b. In terms of variable workload, the organization was suggested to monitor employee performance so it will not to be affected by declining employee performance. Organization was also encouraged to evaluate employee performance according to each employee's skills and abilities. This encourages employees to improve their performance and is expected to feel at home and loyal to the organization. If the workload of a given job continues to increase without a proper division of labor, and the time required to complete the work is exceeded, the efficiency of the workers will decrease.
    c. In relation to the turnover intention variable, it was recommended for the organization to evaluate its policies in order to increase employee satisfaction in order to reduce the intention to move. For this reason, workload management and compensation policies which are fairer and more transparent are needed based on the competence and work performance of all employees. Efforts to increase job satisfaction are things that must be prioritized by organization if they want to reduce the potential for very high employee turnover rate.
    d. In relation to the turnover intention variable, it was recommended for the organization to consistently maintain the work standards that have been determined by the organization and the employee's ability to be able to cooperate with other employees in completing the work. Then, it

was also recommended to pay attention to the ability to produce work in conditions that are in accordance with the predetermined time limit and the ability to complete the task before the specified time limit.

2. Suggestions for Further Researchers

Future research is expected to further expand this research by adding to other factors that may affect employee performance and intentions, such as work environment, management, satisfaction. at work, and so on, to identify which factors have a greater impact on improving employee performance. Then, it is hoped that more research can replicate this, especially for non-profit organizations, by increasing the sample size to provide more research to do.

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