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INFLUENCE COMPENSATION, WORKLOAD AND JOB SATISFACTION TO TURNOVER INTENTION

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Abstract: This study aims to test and analyze the effect of compensation, workload and job satisfaction on employee turnover intentions at PT. XYZ Research data is data collected from interviews, questionnaires and supporting data from PT. XYZ for 3 consecutive years from 2017 to 2019. The sampling method used is the saturation sampling method. From a population of 125 people, the sample used was 95 people as well. The analytical method used in this study is multiple linear regression analysis. The results showed compensation, workload and job satisfaction together (simultaneously) significantly influence turnover intention. Partially shows that compensation has a negative and significant effect on turnover intention. Workload has a negative and significant effect on turnover intentions. Job satisfaction has a negative and significant effect on turnover intentions.

Keyword: Compensation, Workload, Job satisfaction, Turnover Intention

INTRODUCTION

Trading company in general can be defined as organizations that carry out business activities by buying goods from other parties/companies and then reselling them to consumers. From each of these activities, the company has a goal to generate optimal profits so that the organization can maintain its life and develop its business for the better. An important part of a trading company is inventory. The Inventory is merchandise that is purchased then stored and then resold in operations. The company always pays great attention to inventory.

Trading companies without inventory cannot carry out their business activities, namely sales and purchases. Sales activity is certainly influenced by the availability of the merchandise or inventory. However, if the specifications of the goods are not according to the customer's wishes, it will affect the decline in sales. Therefore, the inventory component needs to have stock so that the continuity of the company's operational activities can run well.

This thing that needs to be considered is the activity of controlling the inventory of merchandise so that operational activities run well.

PT XYZ is a company engaged in trading companies that provide machines and spare parts for the textile sector industry in Indonesia. PT XYZ has a high concern for human resources. PT XYZ considers human resources as the main asset for the company to move the industrial business to be more advanced and developing. Without quality human resources, it will be difficult to make PT XYZ's business more developed.

Companies that are not able to maintain their human resources, This will cause many employees to want to leave, resulting in a higher turnover value. Increased turnover will affect the high cost of rehiring new employees, so that the presence of employees in the company needs to be considered and treated as the key to success for the company.

PT XYZ has a high concern for human resources. PT XYZ has high turnover data, here are the data:
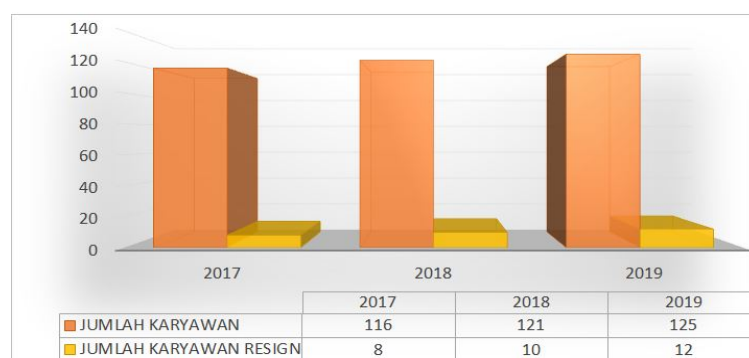

	2017	2018	2019
JUMLAH KARYAWAN	116	121	125
JUMLAH KARYAWAN RESIGN	8	10	12

Figure 1. Turnover Data Graph Based on the number of employees resigned (source: XYZ company's internal, 2020)

Based on secondary data, the volume of PT XYZ employee resignations has continued to increase in the last 3 (three) years. Based on Figure 1.1, it can be calculated the percentage of employee resignations in 2017 of 6,89%, in 2018 it increased to 8,26%, and in 2019 it increased to 9,6%. This is thought to be the problem of turnover intention in PT XYZ's work environment.

Table 1. Prasurvey Data

No	Statement	Agree	Disagree
1	Salary received in accordance with the workload	12	18
2	The salary distribution system in the company is appropriate	8	22
3	The company already has enough employees to handle the work at hand	11	19
4	Enough Time To Finish The Work	13	17
5	My work match with my abilities and interests	13	17
6	There is a balance of personal and work life time (Work Life Balance)	12	18
7	The company provides training / training in supporting work	21	9
8	The training provided is according to the needs in the job assignments	18	12

9	Work equipment provided by the company supports the work	25	5
10	Working Space Conditions Support in work	24	6
11	Cooperation with superiors both at work	17	13
12	Communication with superiors both at work	17	13
13	The Opportunity Given by the Wide Open Company	25	5
14	There are many opportunities for employees to grow in the company	24	6
15	I'm looking for information about job openings elsewhere	20	10
16	I contacted several colleagues to ask for job vacancies	18	12

From the pre-survey results above generally describe the majority of employees who agree with compensation, workload and job satisfaction factors which are the cause of the high level of employee turnover intention at PT XYZ.

LITERATURE REVIEW
Compensation

According Mondy and Martocchio (2016: 247) means that compensation is the total of all awards given by the company to employees in return for employee contributions that have been given to the company. The overall purpose of compensation is to attract, retain, and motivate employees. According to Noe et.al (2014: 341) because salaries have an important effect on employees and cost considerations, organizations must plan to pay employees in every job. Where the salary of an employee is negotiated in an independent manner, there is a chance of feeling unfair, dissatisfied, so that certain positions will be difficult to fill.

Workload

According to Munandar (2014) workload is a condition of work with job descriptions that must be completed within a certain time limit. Workload can be further divided into excessive or too little workload (quantitative), arising as a result of too many or too few tasks being assigned to the workforce to complete within a certain time, and excessive or too little workload, that is, if people feel unable to perform a task or task, they do not use the skills or potential of the workforce. The workload according to Hart and Staveland in Tarwaka (2015) is something that arises from the interaction between the relationship between tasks, the work environment where it is used as a workplace, skills, behavior, and perceptions of workers.

Meanwhile, the notion of workload according to Meshkati in Tarwaka (2011) is a difference between the capacity or ability of workers and the demands of the work that must be faced. Considering that human work is mental and physical, too high a load allows excessive use of energy to cause overstress, On the other hand, the intensity of loading that is too low allows boredom and saturation of the optimum loading to exist between the two extreme limits and of course differ from one individual to another.
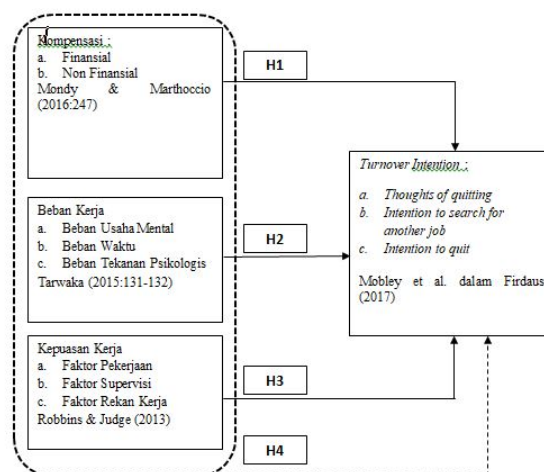
Job satisfaction

Robbins & Judge (2013: 79) defines job satisfaction as positive feelings about work that result from evaluating its characteristics. Then Usman et al (2019) e plained that job satisfaction is the level of individual satisfaction that they are rewarded according to various aspects of the work situation of the organization where they work. Thus, job satisfaction involves psychological individuals in the organization, which is caused by the circumstances he feels from his environment and those feelings will appear from the positive attitude of employees to work and everything that is encountered in his work environment, Hidayat et al (2018).

Sutrisno (2013: 75) states that job satisfaction is a feeling of pleasure or displeasure of workers in viewing and carrying out their work. If someone is happy with his job, then that person is satisfied with his job. According to Robbins and Coulter (2013:374) job satisfaction refers to the general attitude of employees towards their work. Employees who have high job satisfaction tend to work better, have higher levels of performance, and stay with the company.

Turnover Intention

According to Putrianti et al. (2014) turnover intention is the level or intensity of the desire to leave the company, many reasons cause this turnover intention and among other things are the desire to get a better job. This opinion is also relatively the same as the opinion e pressed previously, that the intention of turnover is basically a desire to leave or leave the company. At each company, employees can leave from time to time. Some researchers have suggested that having the intention to quit is the best predictor of turnover. Conceptual models and empirical models of turnover intentions provide strong support for propositions which state that behavioral intention forms the most important determinant of actual behavior (Putrianti et al., 2014).

The Research Conceptual Framework Model is described as follows:

Gambar 2. Research Model

Research Hypothesis:

H1 : Compensation has a negative and significant effect on Turnover Intention.

H2 : Workload has a negative and significant effect on Turnover Intention.

H3 : Job satisfaction has a negative and significant effect on Turnover Intention.

H4 : Compensation, Workload and Job satisfaction have a simultaneous effect to Turnover Intention

RESEARCH METHOD

This research is a research that aims to analyze the effect of compensation, workload, job satisfaction to turnover intention. The population in this study were employees of PT XYZ. The sampling technique in this study is the saturation sample technique that is 95 respondents. Data collection techniques in this study by conducting surveys directly on the object of research, by distributing questionnaires.

The data analysis method used in this study uses Statistical Package for the Social Sciences (SPSS) software version 25.

Table.2 Respondent Data

No	Gender	Frequency	Percentage
1	Men	57	60 %
2	Women	38	40 %

No	Age	Frequency	Percentage
1	21-25 Years	28	21,1 %
2	26-35 Years	44	46,3 %
3	36-44 Years	20	29,5 %
4	>45 Years	3	3,1 %

No	Working Period	Frequency	Percentage
1	1-2 Years	31	32,6 %
2	3-5 Years	49	51,6 %
3	6-10 Years	14	14,7 %
4	>10 Years	1	1,1

No	Education	Frequency	Percentage
1	SHS	4	4,19 %
2	Diploma	21	22,11 %
3	Bachelor	65	68,43 %
4	Master	5	5,27 %

In this study, the measurement scale of the variable used is the ordinal scale. Researchers provide a scale to measure the variables that will be e amined through the opinion of respondents using a Likert scale. Likert scale is used to measure the attitudes, opinions, and perceptions of a person or group of people about social phenomena. In research, this social phenomenon has been specifically determined by researchers, hereinafter referred to as research variables (Uma Sekaran, 2013).

RESULT AND DISCUSSION

Validity Test

The validity test results obtained valid items as many as 6 items of compensation variable, 6 items of workload variable, 6 items of job satisfaction variable, 9 items of turnover intention variable.

Reability Test

Reliability is related to the consistency and predictability test of a measuring instrument. The test is carried out by comparing the Cronbach Alpha number where the Cronbach Alpha value is at least 0.6 or $\geq$ 0.6. If the value generated from the SPSS calculation results is greater than 0.6 then the questionnaire is reliable, if on the contrary it is not reliable. Here are the results of the reliability test to the variable Compensation (1), Workload (2), Job satisfaction (3), and Variable Turnover Intention (Y):

Table 3 Reability Test Result

Variable	Cronbach's Alpha	Condition	Note
Compensation	0.655	> 0.6	**Reliabel**
Workload	0.638	> 0.6	**Reliabel**
Job satisfaction	0.728	> 0.6	**Reliabel**
Turnover Intention	0.875	> 0.6	**Reliabel**

(Source: data analysis result SPSS)

Normality Test

The normality assumption test is carried out to test the data of the independent variable (X) and the dependent variable (Y) in the resulting regression equation, whether it is normally distributed or not normally distributed. If the data distribution is normal, then data analysis and hypothesis testing are used parametric statistics. The normality test aims to test whether in the regression model the dependent variable and the independent variable both have normal distributions or not. A good regression model is having a normal or near normal distribution. The trick is to look at the Normal Probability Plot image. It can be said if the data points spread around the diagonal line and follow the direction of the diagonal line (Ghazali, 2016).

Normal P-P Plot of Regression Standardized Residual

Dependent Variable: Turnover_Intention
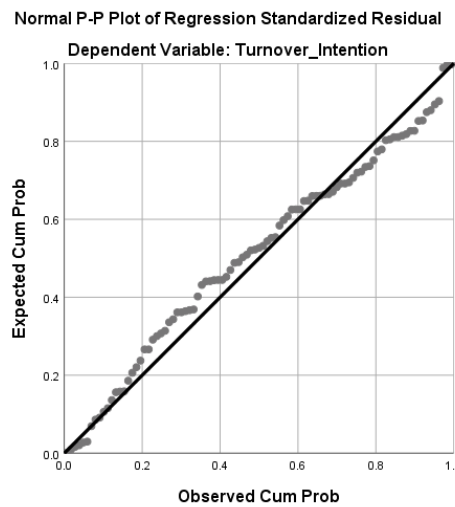
Figure 3 normality test data result
(Source: data analysis result SPSS)

Table 4 data normality test result

One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual
N		95
Normal Parameters[a,b]	Mean	.0000000
	Std. Deviation	3.52434510
Most Extreme Differences	Absolute	.083
	Positive	.074
	Negative	-.083
Test Statistic		.083
Asymp. Sig. (2-tailed)		.105[c,d]

a. Test distribution is Normal.

b. Calculated fromxdata.

c. Lilliefors Significance Correction.

d. This is a lower bound of the true significance.

(Source: data analysis result SPSS)

The normality assumption shown in Figure 4.1 is that the data on the histogram graph follows the normal line, and the data distribution on the normal P-plot plot is located around the diagonal line. Based on table 4.11 the results of the Kolmogorov-Smirnov normality test, it can be seen that the Sig. = 0.105> α = 0.05. Thus the Kolomogorov-Smirnov test results from the four variables above have met the normality requirements. This, it can be concluded that the data tested has a normal data distribution.

Multicolliniarity Test

The multicollinearity assumption test is used to measure the degree of association, closeness of relationships or linear relationships between independent variables. One of the multicollinearity tests commonly used is the Variance Inflation Factor (VIF) test, if the VIF value of the variable <10 then multicollinearity does not occur.

Table 5 Data multicolliniarity test result

Model	Collinearity Statistics	
	Tolerance	VIF
1 (Constant)		
COMPENSATION	.611	4.409
WORKLOAD	.535	3.715
JOB SATISFACTION	.480	2.085

(Source: data analysis result SPSS)

Based on table 4.3, the VIF value of each variable is less than 10. This can be concluded that the tested data does not occur multicollinearity.

Heterocedasticity Test

Multiple regression equations need to be tested whether or not the variant of one observation residual with another observation. If the residuals have the same variant, then it is called homoscedasticity, if if the variance is not the same, it is called heteroscedasticity. A good regression equation is if there is no heteroscedasticity. By using the Scatter Plot, the following results are obtained:
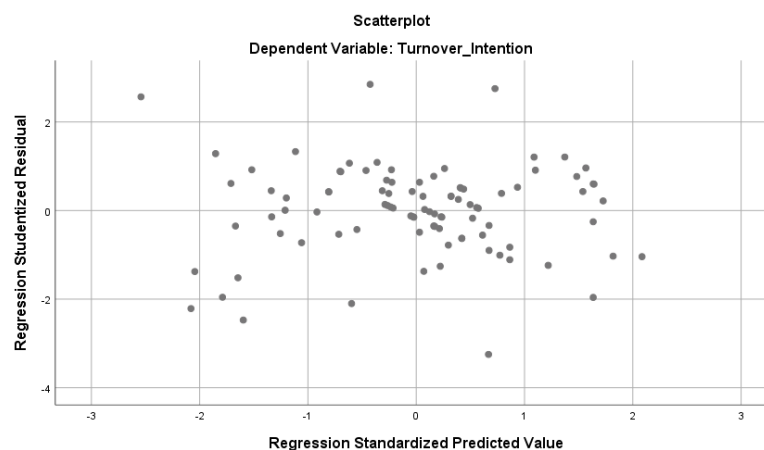

Figure 4 heterocedasticity data result
(Source: data analysis result SPSS)

Based on Figure 4, it appears that there are no clear patterns such as dots spreading

above and below the number 0 on the Y a is, so the points spread randomly, and do not form certain patterns. It can be concluded that the data tested is free from heteroscedasticity.

R-Square

The coefficient of determination (R2) essentially measures how far the model's ability to e plain the variation of the dependent variable. The coefficient of determination is between 0 and 1. A small R^2 value means that the ability of the independent variables to e plain the variation of the dependent variable is very limited. Values close to 1 independent variables provide almost all the information needed to predict variations in the dependent variable.

Table 6 R-Square coefficient of determination results

Model	Adjusted R Square
1	.527

a. Predictors: (Constant), Compensation, Workload, Job satisfaction

b. Dependent Variable: *Turnover Intention*

(Source: data analysis result SPSS)

Based on table 6, note the value of Adjusted R Square = 0.527. This shows that 52.7% Turnover Intention (Y) is influenced by the variable Compensation (1), Workload (2), and Job satisfaction (3) while the rest (100% - 52.7%) is 47.3% Turnover Intention (Y) is influenced by other factors outside this study.

F Test

According to Ghozali (2016) the F test or the regression coefficient test together is used to find out whether together the independent variable has a significant effect on the dependent variable. The test uses a significance level of 0.05. Simultaneous regression test (Test f) can be formulated as follows:

(1) If Sig. <0.05 Then H0 is rejected, and Ha is accepted (significant)

(2) If Sig. > 0.05 Then H0 is accepted, and Ha is rejected (insignificant)

Table 7 F test analysis result

ANOVAa

Model		F	Sig.
1	Regression	35.924	.000b
	Residual		
	Total		

a. Dependent Variable: *TURNOVER INTENTION*

b. Predictors: (Constant), COMPENSATION, WORKLOAD, JOB SATISFACTION

(Source: data analysis result SPSS)

Based on table 7 above, known values of F = 35.924, and Sig. = 0,000, matching the value of F table with df (3; 91) = 2.705. So, F count> F table. Thus H0 is rejected and Ha is accepted, this proves that the variable Compensation (1), Workload (2) and Job satisfaction (3) together have a significant effect on the Turnover Intention variable (Y).

T Test

T test is done as hypothesis testing to determine the effect of each independent variable individually to the dependent variable. According to Ghazali (2016), to calculate the t-table the terms df = nk = 113 -3 - 1 = 110 are used. So t (0.025; 110) = 1.98 at the level of significant (α) of 5% (error rate of 5) % or 0.05) or 95% confidence level or 0.95, so if the error rate of a variable is more than 5% it means that the variable is not significant. The method of decision making is:

- If probability / significant> 0.05 or t arithmetic <t table, Ho is accepted.
- If probability / significant <0.05 or t arithmetic> T table, Ho is rejected.

Table 8 T Test analysis result

		Coefficientsª				
		Unstandardized Coefficients				Note
Model		B	Std. Error	t	Sig.	
1	(Constant)	51,745	1,939	26,681	0,000	
	COMPENSATION	-0,382	0,147	-2,606	-0,011	Berpengaruh Negatif Si gnifikan
	WORKLOAD	-0,353	0,166	-2,130	-0,036	Berpengaruh Negatif Si gnifikan
	JOB SATISFACTION	-0.612	0,146	-4,199	-0,000	Berpengaruh Negatif Si gnifikan
a. Dependent Variable: Turnover Intention						

(Source: Hasil analisis data SPSS)

The interpretation and testing of the hypothesis (H) in table 4.6 is as follows:

$$Y = \alpha + \beta_1 \, 1 + \beta_2 \, 2 + \beta_3 \, 3 + e$$

$$Y = 51{,}745 - 0{,}382 \; X1 - 0{,}353 \; X2 - 0{,}612 \; X3 + e;$$

Keterangan:
Y   =   Turnover Intention
α   =   Constant Value
1   =   Compensation
β1 =   Coefficient Estimasi 1
2   =   Career development
β2 =   Coefficient Estimasi 2

  3   =   Job satisfaction

  β3 =   Coefficient Estimasi 3

  e   =   error

Based on the regression results above, it can be e plained that:

1) There is a negative and significant influence from Compensation (X1) to Turnover Intention (Y) partially.

   Table 4.6 above shows that the relationship between Compensation (X1) and Turnover Intention (Y) is significant with a t-count of 2.606 (t-count > t table = 1.98) and the value of Sig. = 0.011. Coefficient value is negative, which is -0.382 which indicates that the direction of the relationship between Compensation (X1) and Turnover Intention is negative at 38.2%. Thus the hypothesis H1 in this study which states that "Compensation (X1) has a significant effect on Employee Turnover Intention (Y)" is accepted.

2) There is a negative and significant influence from Workload (X2) to Turnover Intention (Y) partially.

   Table 4.6 above shows that the relationship between Workload (X2) and Turnover Intention (Y) is significant with a t-count of 2.130 (t-count > t table = 1.98) and the value of Sig. = 0.036. The coefficient value is negative, which is -0.353 which indicates that the direction of the relationship between Workload (X2) and Turnover Intention is negative at 35.3%. Thus the hypothesis in this study which states that "Workload (X2) has a significant effect on Employee Turnover Intention (Y)" is accepted.

3) There is a negative and significant influence from Job satisfaction (X3) to Turnover Intention (Y) partially.

   Table 4.6 above shows that the relationship between Job Satisfaction (X3) and TurnoverxIntention (Y) is significant with a t-count of 4.199 (t-count > t-table = 1.98) and a Sig. = 0.000. The coefficient value is negative, which is -0.612 which indicates that the direction of the relationship between Job Satisfaction (X3) and Turnover Intention is negative at 61.2%. Thus the hypothesis H3 in this study which states that "Job Satisfaction (X3) has a significant effect on Employee Turnover Intention (Y)" is accepted.

4) Compensation, Workload and Job satisfaction simultaneously influence Turnover Intention.

   Based on the results of the simultaneous significance test (f test) in table 4.5 above shows the F-calculated value of 35.924 (F-count> F-table = 2.705 and Sig. = 0.000, which indicates that the Compensation variable (X1), Workload (X2) and Job satisfaction (X3) variables together have a significant effect on Turnover Intention (Y) variables, thus the H4 hypothesis in this study which states that "Compensation, Workload and Job satisfaction simultaneously influence Turnover Intention " received.

Correlation Matri Between Dimensions

Correlation analysis is a statistical analysis that measures the degree of relationship involving more than one independent variable (X1, X2, X3) and one dependent variable (Y). Variable correlation analysis is used to determine the relationship between variables Compensation (X1), Workload (X2), Job satisfaction (X3), to Turnover Intention. Overall data processing and analysis activities were carried out with the help of the SPSS (Statistical Product for Service Solution) version 25 program.

Table 9 Correlation Matri Between Dimensions Result

Variable	Dimensions	Turnover Intention (Y)		
		4.1 Thoughts to stop	**4.2 Desire to find another job**	**4.3 Desire to leave**
Compensation (X1)	**1.1 *Financial***	-0.428	**-0.469**	-0.390
	1.2 *Non Financial*	-0.379	**-0.347**	-0.376
Workload (X2)	**2.1 Mental Effort**	-0.468	-0.520	**-0.521**
	2.2 Time Load	**-0.212**	-0.324	-0.298
	2.3 Psychological Stress Burden	-0.351	-0.292	-0.329
Job Satisfaction (X3)	3.1 Job Factor	-0.411	-0.434	-0.474
	3.2 Supervision Factor	-0.494	-0.452	**-0.508**
	3.3 Coworker Factor	-0.429	**-0.367**	-0.404

(Source: data analysis result SPSS)

Based on the results of the correlation between the dimensions above, it can be explained that:

Variable Compensation (X1) to Variable Turnover Intention (Y)

Based on table 4.7 above, it is known that those that fall into the category of a strong relationship level, the dimensions in the compensation variable (X1) to the turnover intention variable (Y) are the X1.1.1 dimension, namely the financial dimension with Y4.2 dimension, namely the desire to find another job. Which means if the financial given in a company is less/low, it will have an impact on the employee's desire to find another job. This explains that the X1.1.1 dimension in the financial dimension compensation variable is expected to reduce the level of turnover intention (Y). In addition, the non-financial dimension X1.1.2 is included in the category of a low level of relationship with the Y4.2 dimension on the employee's desire to find another job. Which means that if from a non-financial perspective which includes supervision, job sharing, and work flexibility provided by the company, it can satisfy employees, it will have less impact on employees wanting to leave the company.

Workload variable (X2) to Turnover Intention Variable (Y)

Based on table 4.7 above, it is known that those that fall into the category of a strong relationship level, the dimensions in the Workload variable (X2) to the turnover intention variable (Y) are the X2.2.1 dimension, namely the mental effort burden dimension with Y4.3 dimension, namely the desire to leave . Which means if employees are given a mental effort burden such as accepting more work and unable to concentrate while working, it will have an impact on the desire of employees to leave the company. This explains that the X2.2.1 dimension in the workload variable, the mental effort load dimension is expected to reduce the level of turnover intention (Y). In addition, the dimension X2.2.2 of the time load falls into the category of a low level of relationship with the Y4.1 dimension of the employee's mind to quit. Which means if employees have a lot of free time in the office and rarely work overtime, it will have less impact on employees thinking about leaving the company.

Job satisfaction variable (X3) to Turnover Intention Variable (Y)

Based on table 4.7 above, it is known that those that fall into the category of a strong relationship level, the dimension in the job satisfaction variable (X3) to the turnover intention variable (Y) is dimension X3.3.2, namely the dimension of the supervision factor with dimension Y4.3, namely the desire to leave the company. Which means if the supervisory factor is not carried out properly by superiors to their subordinates, it will have an impact on the employee's desire to leave the company. This explains that the X3.3.2 dimension in the job satisfaction variable dimension of the supervision factor is expected to reduce the level of turnover intention (Y). In addition, the X3.3.3 dimension of the co-worker factor falls into the category of a low level of relationship with the Y4.2 dimension of the desire to find another job. Which means that if the co-workers factor is good or matched with fellow employees, it will have less impact on the employee's desire to find another job.

CONCLUSION

Based on the results of the correlation between the dimensions above, it can be explained that:

1) Compensation variable has a negative and significant effect on Turnover Intention. This means that the higher the compensation provided by the company, the lower the Turnover Intention. Compensation satisfaction received by employees, especially the financial dimension consisting of salaries, bonuses, and allowances has a strong relationship to the turnover intention variable, so that the desire of employees to look for higher paying jobs will decrease if the company provides better compensation.

2) Workload variable has a negative and significant effect on Turnover Intention. This means that the lighter the workload given, the lower the Turnover Intention. Workload has a strong relationship with the Turnover Intention variable, so that the employee's desire to leave the company will decrease if the workload of an employee in a company is better.

3) Job Satisfaction variable has a negative and significant effect on Turnover Intention. This means that the better job satisfaction of an employee in a company, it will reduce turnover intention. Job satisfaction has a strong relationship to the turnover intention

variable, so that the employee's desire to leave the company will decrease if the job satisfaction of an employee in a company is better.

4) Variable Compensation, Career development and Job satisfaction simultaneously have a significant effect on Turnover Intention. This means that the variable Compensation, Career development and Job satisfaction are getting worse, it increases Turnover Intention.

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