

The Effects Of Compensation On Job Satisfaction And Turnover Intention

Burhanudin^{1)*}, Fajar Ardiansyah²⁾, Ferri Kuswantoro³⁾

^{1,3)} Master of Management, Faculty of Economics and Business, Janabadra University, Indonesia

²⁾ PT Telkom Access Yogyakarta, Indonesia

*Corresponding Author

Email: burhanudin@janabadra.ac.id

Abstract

One of the problems faced by PT. Telkom Akses Yogyakarta has a fairly high employee turnover intention. The causes of turnover intention include compensation and job satisfaction, which are still relatively low. Therefore, the objectives of this study are to: (1) test the effect of compensation on turnover intention; (2) test the effect of compensation on job satisfaction; and (3) test the effect of job satisfaction on turnover intention. The sample in this study was 94 employees of PT. Telkom Akses Yogyakarta. The data collection technique used a questionnaire, while the data analysis technique used path analysis with the AMOS program. The results of the study found that compensation had a negative and insignificant effect on turnover intention. This can be interpreted that the higher the compensation, the lower the employee's intention to leave, although the effect is not too strong. Compensation has a positive and significant effect on job satisfaction. This means that the higher the compensation, the higher the employee's job satisfaction. Job satisfaction has a negative and insignificant effect on turnover intention. This means that the higher the job satisfaction, the lower the employee's intention to leave, although the effect is not too strong.

Keywords: *Turnover intention, Compensation, Job satisfaction*

INTRODUCTION

Employees are not only partners but also important assets for the company. Therefore, employees need to be properly nurtured and managed so that they will continue to contribute their energy and thoughts to the company. For employees to have a high level of loyalty and enthusiasm for work, the maintenance function plays an important role in keeping employees from leaving the company. Suppose the maintenance of employees is not paid attention to by company managers. In that case, it will have an impact on low morale, lack of employee loyalty, and high absenteeism, which in turn will have an impact on employee turnover intentions.

Turnover intention is one of the issues faced by almost all companies. One of these companies is PT Telkom Akses Yogyakarta. Based on preliminary studies, some employees intend to leave the company, and there are even some employees who have started looking for other jobs that are considered better. Turnover intention is often considered dangerous, because physically employees are still in the company, but their hearts and souls are out there. Companies want their employees to focus on working in the company, so with this turnover intention, their work focus will be disrupted because there is an intention to move to another company.

Based on interviews with several employees, they are still unsatisfied with their compensation. Employees consider that the salaries they have received so far have not been fair, the incentives they receive have not represented the results of their work, and health insurance and recreation programs still do not meet employee expectations. Meanwhile, employee job satisfaction is also relatively low. Employees are still not satisfied with the salary they receive. The opportunity to be promoted to a higher level is also considered difficult to reach. Their coworkers are difficult to work with, and the attention of superiors to subordinates is also felt to be lacking.

Turnover intention is the desire of employees to leave or quit the company and look for another job. The aspects of turnover intention include three things: (1) thoughts of leaving the company. Employees have thoughts of leaving or leaving the company because they think that

the welfare in another company is better than in their current company; (2) intention to look for another job. In this case, employees look for vacancies in the mass media or look for information on job vacancies in other companies; and (3) intention to leave the company. Some indications indicate employees want to leave the company, for example, the intention to resign from the company (Ardan & Jaelani, 2021). Theoretically, the predictors of turnover intention include compensation and job satisfaction.

According to Dessler (2020), compensation is all forms of payment given to employees that arise from their work. Compensation consists of two main components namely direct financial compensation and indirect financial compensation. Direct financial compensation consists of salaries, wages, bonuses, commissions, and incentives, while indirect financial compensation includes financial benefits such as insurance and vacation paid by the company. One of the purposes of providing compensation is to retain employees to keep working in the company. If the compensation provided by the company is considered unfair and uncompetitive, it will have an impact on high employee turnover (Sinambela, 2016; Yuniarsih & Suwatno, 2016). Compensation that pays attention to the principles of fairness and feasibility will maintain employee stability so that it can prevent employee turnover intention (Hasibuan, 2017). Various studies show that compensation can affect turnover intention.

Almatina & Irbayuni's research (2023) found that compensation has a negative and significant effect on the turnover intention of employees of PT Nusantara Medika Utama Mojokerto. Diputra et al. (2021) on KSU Swadana Giri Kusuma employees in Pengotan village, Bangli, found that compensation has a negative and significant effect on turnover intention.

The results of Rukhvitanti & Susanti's research (2020) found that compensation negatively and significantly affects employee turnover intention of PT Kwangduk Word Wide Cikalong Wetan. Saputra et al. (2022) in their study on employees of PT. Bintan Megah Abadi found a negative and significant effect of compensation on turnover intention.

The results of Waskito & Putri's research (2021) found that compensation negatively and significantly affects the turnover intention of PT Cipta Nugraha Contrindo employees. Wijayanti & Anisa (2022) in their research on employees of PT Tanjung Kreasi Parquet Industri Temanggung, found a negative and significant effect of compensation on turnover intention. Based on theory and previous studies, the hypotheses proposed in this study are:

H1: compensation has a negative and significant effect on turnover intention.

Adequate compensation will have an impact on satisfaction, which helps companies acquire, maintain, and retain their employees. Conversely, inadequate compensation will cause employees to be dissatisfied, which in turn will lead to a decrease in productivity and quality of work life (Kaswan, 2017). The compensation received by employees will be used to meet their various needs so that employees will get job satisfaction (Hasibuan, 2017). Various studies have shown that compensation has a positive effect on employee job satisfaction.

Hasan et al. (2022) in their research on employees of PT Honda Gajah Motor Khatib Sulaiman Padang, found that compensation has a positive and significant effect on job satisfaction. The results of the study by Hendry et al. (2022), found a positive and significant effect of compensation on job satisfaction, among employees of PT Sukses Makmur Pratama Medan. The results of Nurpratama & Nurhayati's research (2019) with the subject of employees of one of the BUMN branch offices in Indonesia, found that compensation has a positive and significant effect on job satisfaction.

The results of Maghfirah & Chandra's research (2023) found a positive and significant effect of compensation on job satisfaction, among employees of PT Bank Rakyat Indonesia (Persero) Tbk Sungguminasa branch office. Prawira's study (2020) with a population of employees of the Generasi Amanah Madani Foundation in Deli Serdang, North Sumatra, found that compensation has a positive and significant effect on job satisfaction. Rahmaningtyas & Widagdo (2020) in their research on employees of the Klaten Regency Regional Financial

Management Agency, found a positive and significant effect of compensation on job satisfaction. Meanwhile, the results of Risnowati & Turagan's study (2022) found that compensation has a positive and significant effect on employee job satisfaction at PT CDE. Based on theory and previous research, the hypotheses in this study are:

H2: compensation has a positive and significant effect on job satisfaction.

Job satisfaction can be defined as the degree to which an employee likes his or her job. Job satisfaction is an affective or emotional response to various aspects related to one's job. Certain aspects of a job may make employees feel satisfied, while other aspects make employees dissatisfied. Dissatisfaction is one of the predictors of employee turnover intention. There are many aspects that trigger employee dissatisfaction, including human factors and organizational factors. To increase job satisfaction and reduce turnover intention, company leaders should pay attention to aspects related to human factors and organizational factors (Kinicki, 2021; Noe, Hollenbeck, Gerhart, & Wright, 2017).

Human or individual factors affecting job satisfaction include personality and attitudes, expectations and perceptions, needs and values, work motivation, abilities and competencies, stress levels and health, age, gender, and length of service. Meanwhile, organizational factors affecting job satisfaction include salary and incentives, working conditions, workload, responsibility, career opportunities, relationships with colleagues, leadership style, organizational policies, and Work-Life Balance. The results showed that high job satisfaction tends to reduce employee turnover intention. The results of research by Ardyputri & Ariyanto (2023), Isfania & Iryanti (2024), Ozkan et al. (2020), and Marzuqi (2021) found that job satisfaction has a negative and significant effect on turnover intention.

Benchmarks of job satisfaction, among others, can be seen from the high level of discipline, work morale, increased work performance, and low turnover intention (Hasibuan, 2017). High job satisfaction is related to low employee turnover, in this case, employees who want to move or leave the company. Satisfied employees tend to stay and keep working at the company. Therefore, job satisfaction is negatively related to turnover intention (Sinambela, 2016). Several studies have shown that job satisfaction has a negative effect on turnover intention.

The results of research conducted by Khomaryah et al. (2020) on employees of PT Efrata Retailindo in Surakarta city, found that job satisfaction has a negative and significant effect on turnover intention. The results of the study by Islianty et al. (2022) with respondents of Mandiri Bank employees at Samratulangi branch, Palu, found that job satisfaction has a negative influence on turnover intention. Research by Laksono & Wardoyo (2019) found that job satisfaction has a negative and significant effect on turnover intention in Dafam Semarang hotel employees.

The results of the study by Prayogi et al. (2019), found a negative and significant effect of job satisfaction on turnover intention in employees of 6 Islamic banks in Medan city. Research by Setiawan & Putra (2016) on Legian Village Hotel employees, found that job satisfaction has a negative and significant effect on turnover intention. Research by Susilo & Satrya (2019) with employee subjects at PT Kharisma Duta Anggada, Denpasar, Bali, found that job satisfaction has a negative and significant effect on turnover intention. The hypotheses proposed in this study are:

H3: job satisfaction has a negative and significant effect on turnover intention.

The purpose of this study is to examine the effect of compensation on turnover intention, to examine the effect of compensation on job satisfaction, and to examine the effect of job satisfaction on turnover intention. The theoretical framework in this study is as follows.

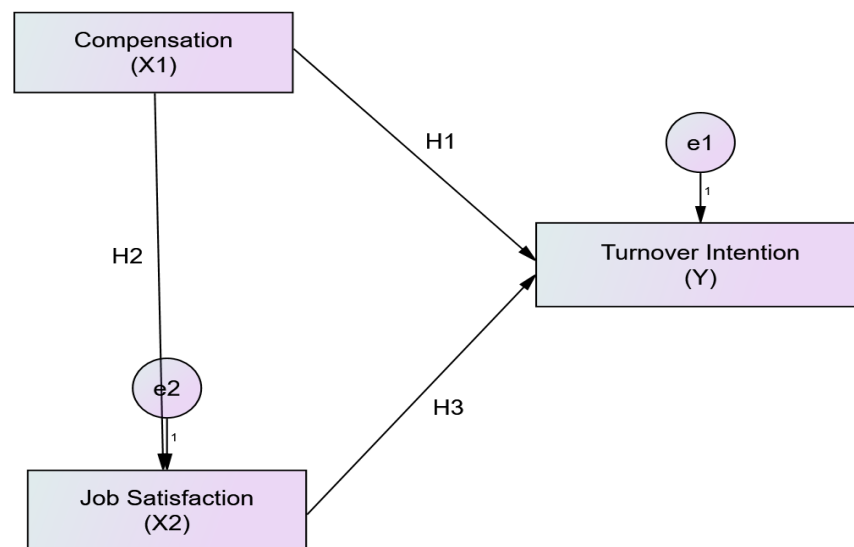


Figure 1. Theoretical Framework

RESEARCH METHODS

This type of research is quantitative research, which aims to test the theory by examining the relationship between variables (Creswell, 2018). There are three variables that will be tested in this study, namely compensation variables (X1), job satisfaction (X2), and turnover intention (Y). Compensation is defined as income received by employees in both financial and non-financial forms. Compensation is measured by 4 indicators, namely salary, incentives, benefits, and working conditions (Mondy & Martocchio, 2016).

Job satisfaction is defined as a person's level of favorability towards various aspects related to their work. Job satisfaction is measured by 4 indicators, namely salary, promotion, coworkers, and superiors (Kinicki, 2021). Meanwhile, turnover intention is defined as an employee's desire to leave the company and look for another job. Turnover intention is measured by 3 indicators, namely thoughts of leaving work, intention to look for another job, and intention to leave the company (Ardan & Jaelani, 2021).

The data collection technique used a questionnaire, with a measurement scale using a Likert scale, namely score 5 (strongly agree), score 4 (agree), score 3 (neutral), score 2 (disagree), and score 1 (strongly disagree). Validity and reliability tests were carried out before the questionnaire was used for research on the main respondents. The validity test uses Pearson correlation, while the reliability test uses Cronbach Alpha. The population in this study was 123 employees of PT Telkom Akses Yogyakarta. The sample size in this study was 94 respondents determined based on the Slovin formula. After the data has been collected, it is then processed using path analysis with AMOS.

RESULT AND DISCUSSION

Before being used for research on the main respondents (main study), the questionnaire in this study was first tested for validity and reliability. Validity and reliability tests were conducted on 30 respondents. The validity test was carried out with Pearson correlation, while the reliability test was carried out with Cronbach Alpha. The criteria used for the validity test is if the

significance value is smaller than 0.05 then the item is declared valid, while the criteria for the reliability test is if the Cronbach Alpha value is more than 0.60 then it is declared reliable (I. Ghazali, 2016; Juliandi, Irfan, Manurung, & Satriawan, 2016). The validity and reliability test results are presented in the following table.

Table 1. Results of Validity and Reliability Tests

Variables	Validity Test Results			Reliability Test Results	
	Item	Significance	Information	Cronbach Alpha	Information
Compensation (X1)	X1.1	0,000	Valid	0.658	Reliable
	X1.2	0,000	Valid		
	X1.3	0,000	Valid		
	X1.4	0,000	Valid		
Job Satisfaction (X2)	X2.1	0,000	Valid	0.715	Reliable
	X2.2	0,000	Valid		
	X2.3	0,000	Valid		
	X2.4	0,000	Valid		
Turnover Intention (Y)	Y1	0,000	Valid	0.799	Reliable
	Y2	0,000	Valid		
	Y3	0,000	Valid		

Source: processed data

From the validity test results, all items have a significance value of less than 0.05 and a Cronbach alpha value of more than 0.60. Therefore, all items in the questionnaire used in this study were declared valid and reliable. The respondents in this study were 94 employees of PT Telkom Access Yogyakarta who can be grouped based on gender, age, most recent education, and length of service. The following table summarizes the characteristics of the respondents in this study.

Table 2. Respondent Characteristics

Respondent Characteristics		Amount	Percentage
Gender	Man	86	91.5%
	Woman	8	8.5%
Age	Less than 20 years	0	0%
	20 to 30 years	65	69.1%
	31. to 40 years	23	24.5%
	More than 40 years	6	6.4%
Last Education	Graduated from high school/vocational school	73	77.7%
	Diploma Graduate	3	3.2%
	Bachelor's Degree Graduate	18	19.1%
Years of Service	Less than 2 years	6	6.4%
	2 to 3 years	10	10.6%
	4 to 5 years	30	31.9%
	More than 5 years	48	52.1%
Total		94	100%

Source: processed data

Based on the characteristics of the respondents, it appears that there are 86 male respondents and 8 female employees. Based on their age, there are 65 respondents aged between 20 and 30 years, 23 respondents aged between 31 and 40 years, and 6 respondents aged over 40 years. Based on their last education, there are 73 respondents who graduated from high school/vocational school, 3 respondents who graduated with a diploma, and 18 respondents who graduated with a bachelor's degree. Based on their length of service, there are 6 respondents with a length of service of less than 2 years, 10 respondents with a length of service of between 2 and 3 years, 30 respondents with a length of service of between 4 and 5 years, and 48 respondents with a length of service of more than 5 years. The respondents in this study were dominated by male employees, aged between 20 and 30 years, with a last education of high school/vocational school, and a length of service of more than 5 years.

The data successfully collected from respondents were then analyzed using path analysis with the help of AMOS. The results of the path analysis are as follows.

Table 3. Path Analysis Results

Variables		Estimate	SE	CR	P	
Job Satisfaction (X2)	<---	Compensation (X1)	.338	.091	3,710	***
Turnover Intention (Y)	<---	Compensation (X1)	-.173	.148	-1.176	.240
Turnover Intention (Y)	<---	Job Satisfaction (X2)	-.051	.157	-.324	.746

Source: processed data

Before hypothesis testing, normality and multicollinearity tests will first be carried out. The normality test criteria with a 5% significance level are if the c.r. Value is smaller than 1.96, the multivariate data is declared normal. While the multicollinearity test criteria are based on the opinion of Ghozali (2014), if the determinant value of the sample covariance matrix is far from 0 then there is no multicollinearity.

The assumption test results show that the c.r. A value of 0.218 is smaller than 1.96, so it can be stated that the multivariate data is normally distributed. The multicollinearity test results show that the determinant of sample covariance matrix value = 57.065, this figure is far from 0 so there is no multicollinearity.

Hypothesis testing will then be carried out based on the results of the path analysis. There are three hypotheses to be tested in this study, namely:

Hypothesis Testing 1

- H0: compensation has no negative or significant effect on turnover intention.
- H1: compensation has a negative and significant effect on turnover intention.
- Conclusion: based on the results of path analysis, it turns out that the estimated value of the path coefficient is negative, which is -0.173 and the probability value of 0.240 is greater than 0.05 so it is not significant. Therefore, hypothesis 1, which states that compensation has a negative and significant effect on turnover intention, is not supported in this study.

The results of this study indicate that compensation has a negative and insignificant effect on turnover intention. The effect of compensation on turnover intention is not significant, this can be seen from the probability value of 0.240 greater than 0.05. The path coefficient value is negative, amounting to -0.173, which means that if compensation is increased, it will reduce employee turnover intention.

One of the goals of compensation is to attract people to join the company and keep them working in the company (Noe et al., 2017). In order for employees to continue working in the company, the compensation system should pay attention to the principles of fairness and appropriateness. Fair can mean that the amount of compensation given to employees must pay attention to work performance, type of work, job risk, responsibility, and employee position, and meet the requirements of internal consistency. While feasible can be interpreted that the compensation given to employees can be used to meet minimal needs. If compensation meets the principles of fairness and feasibility, it is expected to maintain employee stability, so that employees continue to work in the company (Hasibuan, 2017).

The results of this study are not in line with research conducted by Almatina & Irbayuni (2023), Diputra et al. (2021), Rukhvitanti & Susanti (2020), Saputra et al. (2022), Waskito & Putri (2021), and Wijayanti & Anisa (2022), who found a negative and significant effect of compensation on turnover intention. Conversely, the results of this study support research conducted by Alam et al. (2022), Ekel et al. (2019), Khotimah & Partina (2020), and Putra & Silvia (2022), who found that compensation has a negative and insignificant effect on turnover intention.

Hypothesis 2 Testing

- H0: compensation has no positive and significant effect on job satisfaction.

- H2: compensation has a positive and significant effect on job satisfaction.
- Conclusion: from the results of path analysis, it appears that the path coefficient value is positive, which is 0.338 and the probability value of 0.000 is smaller than 0.05 and significant. So hypothesis 2 which states that compensation has a positive and significant effect on job satisfaction, is supported in this study.

The results of this study found that compensation has a positive and significant effect on job satisfaction. This can be seen from the probability value of 0.000 which is smaller than 0.05. Compensation also has a positive influence on job satisfaction. The path coefficient value is positive at 0.338, which means that if compensation is increased, job satisfaction will also increase.

Compensation is an expense and cost for the company, but a source of income for employees. Compensation is an important issue for both employees and companies. Compensation provided by the company to employees has many purposes. One of the objectives of providing compensation is to build job satisfaction among employees. Compensation given to employees has an influence on job satisfaction, work motivation, and performance. In addition, the compensation received by employees will be used by them to fulfill their life needs such as physical needs, social needs, and egoistic needs (Hasibuan, 2017; Mangkunegara, 2017).

The results of this study support research conducted by Hasan et al. (2022), Hendry et al. (2022), Nurpratama & Nurhayati (2019), Maghfirah & Chandra (2023), Prawira (2020), Rahmaningtyas & Widagdo (2020), and Ristowati & Turagan (2022), who found that compensation has a positive and significant effect on job satisfaction.

Testing Hypothesis 3

- H0: job satisfaction has no negative or significant effect on turnover intention.
- H1: job satisfaction has a negative and significant effect on turnover intention.
- Conclusion: based on the results of path analysis, it turns out that the estimated value of the path coefficient is negative, which is -0.051 and the probability value of 0.746 is greater than 0.05 so it is not significant. Therefore, hypothesis 3, which states that job satisfaction has a negative and significant effect on turnover intention, is not supported in this study.

The results of this study found that job satisfaction has a negative and insignificant effect on turnover intention. The results of path analysis show a probability value of 0.746 greater than 0.05. The path coefficient is negative, -0.051, which means that if employee job satisfaction increases, it will reduce turnover intention.

Job satisfaction can be defined as an emotional attitude that is pleasant or loves his job. The benchmark of job satisfaction, among others, can be seen from the low turnover intention (Hasibuan, 2017). High job satisfaction is related to low employee turnover, in this case, employees who want to move or leave the company. Satisfied employees tend to stay and keep working at the company. Therefore, job satisfaction is negatively related to turnover intention (Sinambela, 2016).

The results of the study contradict the results of research conducted by Khomaryah et al. (2020), Islianty et al. (2022), Laksono & Wardoyo (2019), Prayogi et al. (2019), Setiawan & Putra (2016), and Susilo & Satrya (2019) who found that job satisfaction has a negative and significant effect on turnover intention. However, the results of this study are the results of research conducted by Alam et al. (2022), Egarini & Prastiwi (2022), Razikin et al. (2023), Suseno (2021), and Yuda & Ardana (2017), who found that job satisfaction has a negative and insignificant effect on turnover intention.

CONCLUSION

The results of this study found that: (1) compensation has a negative and insignificant effect on turnover intention; (2) compensation has a positive and significant effect on job satisfaction; and (3) job satisfaction has a negative and insignificant effect on turnover intention.

Based on the results of this study, several suggestions can be given to companies: (a) to keep employees working in the company, the compensation given to employees should pay attention to the principles of fairness and decency; (b) to build job satisfaction for employees, the compensation given to employees should be used to meet their needs such as physical needs, social needs, and egoistic needs; and (c) to reduce turnover intention, the company should be able to build job satisfaction among its employees, among others, by providing fair and decent salaries, providing promotion opportunities to employees, building cooperative and pleasant working relationships, and training supervisors to become professional bosses.

This research certainly has many limitations. First, the sample used in this study is limited, only in one company. Future research should use samples from different companies in different areas. Second, the predictor variables in this study are limited. For future research, it is better to use other predictor variables that theoretically particularly affect turnover intention such as age, education level, corporate culture, and so on.

REFERENCES

- Alam, S., Ridjal, S., Samad, A., & Samad, M. A. (2022). Pengaruh Kepemimpinan, Kepuasan Kerja Dan Kompensasi Terhadap Turnover Intention Pada Karyawan Perusahaan Pers Dalam Smsi Sulsel. *Publik: Jurnal Manajemen Sumber Daya Manusia, Administrasi dan Pelayanan Publik*, 9(3), 489–499. <https://doi.org/10.37606/publik.v9i3.342>.
- Almatina, T. B., & Irbayuni, S. (2023). Analisis Kompensasi dan Penempatan Kerja terhadap Turnover Intention Karyawan PT Nusantara Medika Utama Mojokerto. *Ekonomis: Journal of Economics and Business*, 7(2), 1233–1237.
- Ardan, M., & Jaelani, A. (2021). *Manajemen Sumber Daya Manusia: Turnover Intention Dapat Mempengaruhi Kualitas Kinerja Perusahaan*. Banyumas: Pena Persada.
- Ardyputri, A. F., & Ariyanto, E. (2023). The Effect of Job Stress, Job Satisfaction and Organizational Commitment on Employee Turnover Intention of PT. Aplus Pacific Jakarta. *European Journal of Business and Management Research*, 8(2), 238–243. <https://doi.org/10.24018/ejbmr.2023.8.2.1856>
- Creswell, J. W. (2018). *Research Design Pendekatan Kualitatif, Kuantitatif, Dan Mixed (3rd ed.)* (3rd ed.). Yogyakarta: Pustaka Pelajar.
- Dessler, G. (2020). *Human resource management*. (16th ed.). Harlow, UK: Pearson Education Limited.
- Diputra, I. P. K. C. O., Landra, N., & Puspitawati, N. M. D. (2021). Pengaruh Komitmen Organisasi, Motivasi Kerja, Dan Kompensasi Terhadap Turnover Intention Karyawan Pada Ksu Swadana Giri Kusuma Di Desa Pengotan, Bangli. *VALUES*, 2(3), 545–555.
- Egarini, N. N., & Prastiwi, N. L. P. E. Y. (2022). Pengaruh Beban Kerja, Stres Kerja, Dan Kepuasan Kerja Terhadap Turnover Intention Pada Karyawan SPBU 54.811.05 Desa Lokapaksa Kecamatan Seririt. *Kontan: Jurnal Ekonomi, Manajemen dan Bisnis*, 1(3), 26–40.

- Ekel, N. M., Sendow, G., Reis M., & Trang, I. (2019). Pengaruh Burnout, Employee Engagement Dan Kompensasi Terhadap Turnover Intention Karyawan Pada Tasik Ria Resort. *Jurnal EMBA*, 7(4), 6037–6046.
- Ghozali, I. (2016). *Aplikasi Analisis Multivariate dengan Program IBM SPSS 23 (8th ed.)* (8th ed.). Semarang: Badan Penerbit Universitas Diponegoro.
- Ghozali, Imam. (2014). *Model Persamaan Struktural: Konsep dan Aplikasi Dengan Program AMOS 22.0*. Semarang: Badan Penerbit Universitas Diponegoro.
- Hasan, L., Ramadhania, R., & Mayasari, H. (2022). Pengaruh Lingkungan Kerja dan Kompensasi terhadap Kepuasan Kerja di PT. Honda Gajah Motor Cabang Khatib Sulaiman Padang. *Management Studies and Entrepreneurship Journal*, 3(6), 4098–4103.
- Hasibuan, M. S. P. (2017). *Manajemen Sumber Daya Manusia (Revisi)*. Jakarta: Bumi Aksara.
- Hendry, H., Nicholas, N., Hosen, K., & Lisa, L. (2022). Pengaruh Kompensasi dan Promosi Jabatan Serta Kepemimpinan Terhadap Kepuasan Kerja di PT. Sukses Makmur Pratama Medan. *Management Studies and Entrepreneurship Journal*, 3(3), 1296–1304.
- Isfania, A. A., & Iryanti, E. (2024). Pengaruh Kepuasan Kerja dan Beban Kerja Terhadap Turnover Intention pada Perawat Rumah Sakit Arafah Anwar Medika Sukodono Sidoarjo. *Jurnal Manajemen Pendidikan Dan Ilmu Sosial*, 5(5), 2208–2216.
- Islianty, N. R., Wirastuti, W., & Nirwan, N. (2022). Pengaruh Kompensasi dan Kepuasan Kerja terhadap Turnover Intention pada Bank Mandiri Cabang Samratulangi Palu. *JiIP - Jurnal Ilmiah Ilmu Pendidikan*, 5(7), 2121–2130. <https://doi.org/10.54371/jiip.v5i7.691>
- Juliandi, A., Irfan, I., Manurung, S., & Satriawan, B. (2016). *Mengolah Data Penelitian Bisnis dengan SPSS*. Medan: Lembaga Penelitian dan Penulisan Ilmiah Aqli.
- Kaswan, K. (2017). *Psikologi Industri & Organisasi*. Bandung: Alfabeta.
- Khomariah, E., Pawenang, S., & Hadi A. B., S. (2020). Turnover Intention PT. Efrata Retailindo Ditinjau Dari Beban Kerja, Lingkungan Kerja Dan Kepuasan Kerja. *Business Management Analysis Journal (BMAJ)*, 3(1), 35–45. <https://doi.org/10.24176/bmaj.v3i1.4429>
- Khotimah, R. K., & Partina, A. (2020). Pengaruh Stres Kerja, Komitmen Organisasi, dan Kompensasi Terhadap. *Cakrawala Bisnis*, 1(2), 251–259.
- Kinicki, A. (2021). *Organizational Behavior: A Practical, Problem-Solving Approach (Third)*. New York: McGraw-Hill.
- Laksono, B. F. W., & Wardoyo, P. (2019). Pengaruh Work – Life Balance, Kepuasan Kerja Dan Work Engagement Terhadap Turnover Intentions Dengan Mentoring Sebagai Variabel Moderating Pada Karyawan Hotel Dafam Semarang. *Jurnal Riset Ekonomi dan Bisnis*, 12(1), 17–36. <https://doi.org/10.26623/jreb.v12i1.1525>
- Maghfirah, N., & Chandra, F. (2023). Pengaruh Kompensasi, Lingkungan Kerja Dan Fasilitas Kerja Terhadap Kepuasan Kerj. *Management Studies and Entrepreneurship Journal*, 4(3), 2713–2722.
- Mangkunegara, A. P. (2017). *Manajemen Sumber Daya Manusia Perusahaan*. Bandung: Remaja Rosdakarya.
- Marzuqi, N. A. (2021). Pengaruh Job Insecurity, Job Satisfaction dan Lingkungan Kerja Terhadap Turnover Intention Karyawan. *Jurnal Ilmu Manajemen*, 9(4), 1393–1405. <https://doi.org/10.26740/jim.v9n4.p1393-1405>
- Mondy, R. W., & Martocchio, J. J. (2016). *Human Resource Management (14th ed.)*. England: Pearson Education Limited.
- Noe, R. A., Hollenbeck, J. R., Gerhart, B., & Wright, P. M. (2017). *Human Resource Management: Gaining a Competitive Advantage (6th ed.)* (6th ed.). New York: McGraw-Hill.

- Nurpratama, M., & Nurhayati, N. (2019). Kontribusi Promosi Jabatan Dan Kompensasi Terhadap Kepuasan Kerja Karyawan: Studi Kasus Di Salah Satu Kantor Cabang Bumh Di Indonesia. *Gema Wiralodra*, 10(2), 191–200.
- Ozkan, A. H., Elci, M., Karabay, M. E., Kitapci, H., & Garip, C. (2020). Antecedents of Turnover Intention: A Meta-Analysis Study in the United States. *Business Administration and Management*, 1(XXIII), 93–110.
- Prawira, I. (2020). Pengaruh Kompensasi, Kepemimpinan Dan Fasilitas Kerja Terhadap Kepuasan Kerja Pegawai. *Maneggio: Jurnal Ilmiah Magister Manajemen*, 3(1), 28–40. <https://doi.org/10.30596/maneggio.v3i1.4681>
- Prayogi, M. A., Koto, M., & Arif, M. (2019). Kepuasan Kerja sebagai Variabel Intervening Pada Pengaruh Work-Life Balance dan Stres Kerja Terhadap Turnover Intention. *Jurnal Ilmiah Manajemen Dan Bisnis*, 20(1), 39–51.
- Putra, E., & Silvia, R. (2022). Pengaruh Pengembangan Karir Dan Kompensasi Terhadap Turnover Intention Karyawan Pada PT. Sari Buah Sawit (SBS) Kinali. *Journal of Social and Economics Research*, 4(1), 122–135.
- Rahmaningtyas, W., & Widagdo, P. R. (2020). Pengaruh Kompensasi, Motivasi Kerja, dan Lingkungan Kerja Fisik Terhadap Kepuasan Kerja. *Economic Education Analysis Journal*, 9(3), 679–689.
- Razikin, K., Sulaimiah, S., & Suprayetno. (2023). Pengaruh Kepuasan Kerja Dan Job Insecurity Terhadap Turnover Intention Karya CV. Makmur Jaya Abadi. *JPSDM*, 2(2), 57–71.
- Ristowati, N. A., & Turangan, J. A. (2022). Pengaruh Kompensasi, Motivasi dan Pengembangan Karir terhadap Kepuasan Kerja Karyawan PT. CDE. *Jurnal Manajerial Dan Kewirausahaan*, 4(1), 172. <https://doi.org/10.24912/jmk.v4i1.17189>
- Rukhviyanti, N., & Susanti, S. (2020). Pengaruh Kompensasi Dan Stres Kerja Terhadap Turnover Intention Karyawan Bagian Cutting Pada PT. Kwangduk World Wide Cikalong Wetan. *JSMA (Jurnal Sains Manajemen & Akuntansi)*, 12(1), 13–24.
- Saputra, E. K., Zainiyah, Z., Abriyoso, O., & Rizki, M. (2022). Pengaruh Kompensasi Terhadap Turnover Intention Karyawan Pada PT. Bintang Megah Abadi. *Aksara: Jurnal Ilmu Pendidikan Nonformal*, 8(2), 1491. <https://doi.org/10.37905/aksara.8.2.1491-1500.2022>
- Setiawan, I. N. A., & Putra, M. S. (2016). Pengaruh Job Insecurity Terhadap Kepuasan Kerja Dan Turnover Intention Pada Karyawan Legian Village Hotel. *E-Jurnal Manajemen Unud*, 5(8), 4983–5012.
- Sinambela, L. P. (2016). *Manajemen Sumber Daya Manusia: Membangun Tim Kerja yang Solid untuk Meningkatkan Kinerja*. Jakarta: Bumi Aksara.
- Suseno, A. (2021). Analisis Pengaruh Kepuasan Kerja, Stres Kerja, dan Motivasi Kerja terhadap Turnover Intention Karyawan di PT Prodiggi. *Jurnal Manajemen Bisnis dan Kewirausahaan*, 5(6), 637. <https://doi.org/10.24912/jmbk.v5i6.15168>
- Susilo, J., & Satrya, I. G. B. H. (2019). Pengaruh Kepuasan Kerja Terhadap Turnover Intention Yang Dimediasi Oleh Komitmen Organisasional Karyawan Kontrak. *E-Jurnal Manajemen Universitas Udayana*, 8(6), 3700–3729. <https://doi.org/10.24843/EJMUNUD.2019.v08.i06.p15>
- Waskito, M., & Putri, A. R. (2021). Pengaruh Kompensasi Dan Kepuasan Kerja Terhadap Turnover Intention Pada Karyawan Office PT Cipta Nugraha Contrindo. *Kinerja*, 4(1), 111–122. <https://doi.org/10.34005/kinerja.v4i1.1799>
- Wijayanti, E. P., & Anisa, F. (2022). Pengaruh Kompensasi, Kepuasan Kerja, Dan Stres Kerja Terhadap Turnover Intention. *Jurnal Fokus Manajemen Bisnis*, 12(2), 194–205.
- Yuda, I. B. D. P., & Ardana, I. K. (2017). Pengaruh Kepuasan Kerja Dan Stres Kerja Terhadap Turnover Intention Pada Karyawan Hotel Holiday Inn Express. *E-Jurnal Manajemen Unud*, 6(10), 5319–5347.
- Yuniarsih, T., & Suwatno, S. (2016). *Manajemen Sumber Daya Manusia*. Bandung: Alfabeta.

